SEPTEMBER 2023

IACP
International Association of Chiefs of Police

POLICE CHIEF

POLICE INNOVATION

47 SPECIAL FEATURE
40 UNDER 40

INSIDE

Innovative Tools or Torments? 26
Community Safety Starts with Officer Safety 30
Traffic Safety in the Digital Age 36
Transforming Policing Culture 40

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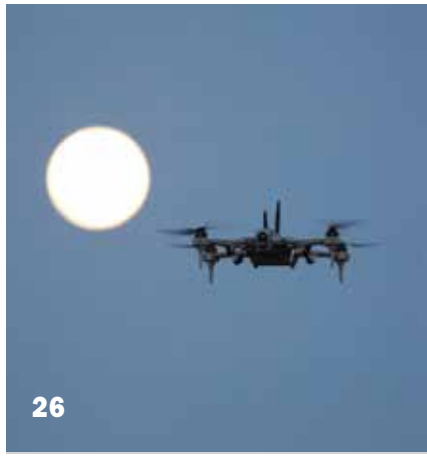
CONTENTS



26 Innovative Tools or Torments?

As drones take to the sky and the courtroom, law enforcement needs to consider the benefits and drawbacks of this constantly evolving tool.

BOB McCREIGHT

30 Community Safety Starts with Officer Safety

The loss of a constable brought more than grief to the New Zealand Police; it brought the rollout of a new policing method to create a safer police force.

ANDREW COSTER

36 Traffic Safety in the Digital Age

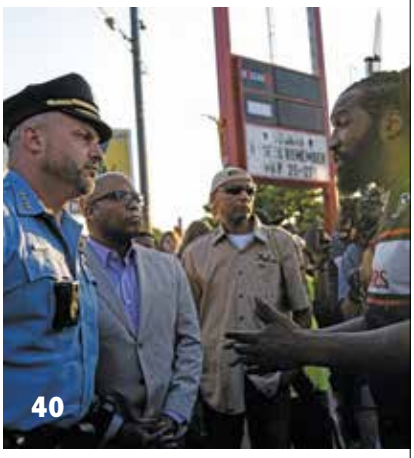
Having access to vehicle data could be the key to eliminating traffic fatalities—especially as vehicles become more automated. What needs to be done to make this possible?

VOLKER ORBEN

40 Transforming Policing Culture

The potential for a policing transformation in modern times lies in identifying the purpose of the police.

JACK CAULEY, CHRIS HSUING, DOREEN JOKERST, SIMON SINEK



47 SPECIAL FEATURE
40 Under 40

The professionals chosen as the 2023 40 Under 40 awardees exemplify leadership, dedication, and public service.

LEADERSHIP

6 **President's Message**
Open Dialogue Can Spark Innovative Solutions
JOHN LETTENEY

10 **Chief's Counsel**
Innovating to Reduce Video Perception Bias
Video evidence can be powerful, but agencies need to play a role in developing strategies to explain how to understand video.
GEOFF BALON

IN THE FIELD

12 **Focus on Officer Wellness**
Enhancing First Responders' Mental Health in Maryland
A radical idea predicted to fail has not only flourished but has provided an agency culture shift, saving officers and community members.
ADRIENNE AUGUSTUS

16 **Traffic Safety Initiatives**
Age-Related Roadway Risks
A Florida coalition offers proactive measures to help law enforcement address at-risk aging drivers.
ROBERT BAGE, ART BODENHEIMER

20 **Informer**

22 **Spotlight**
Bringing P.E.A.C.E. to Michigan
Neighboring agencies show how joining forces can aid in reducing crime by leveraging crime statistics and community concerns.

IN EVERY ISSUE

8 **Dispatch**
9 **Perspectives**
95 **Calendar**
96 **Ad Index**

TECHNOLOGY

76 **Tech Talk**
Cybersecurity for the Remote Worker
The concept of remote work began decades ago but was exacerbated by COVID-19. Internal security has to be approached in new ways to handle the newly remote workforce.
RICHARD OSBORNE

80 **Inside the FBI/CJIS**
Equipping Officers with Critical Information
The critical data available in FBI's NCIC could save an officer's life, making it imperative that agencies prioritize this resource.
JANINE T. ARNOLD

82 **Product Feature**
Roadside Assistance for Officers
Struck-by crash numbers are declining, and there is traffic safety equipment that has been instrumental in this trend.

86 **Exposition**

IACP WORKING FOR YOU

68 **IACP 2023 Preview**

70 **IACP 2023 Exhibitor List**

88 **IACP@Work**
Law Enforcement Family Wellness in Times of Challenge
Supporting the wellness of law enforcement families also supports the wellness of law enforcement officers.
CRISTINA FERNANDEZ, CLAIRE MICHAUD

90 **IACPnet Bulletin**

93 **The Beat**

94 **The Brief**
Selecting and Retaining the Right Officers
MICHAEL E. BRICKER

ARTICLE NOTES CAN BE FOUND ONLINE.

WANT MORE?

Bonus articles are posted weekly at ***policechiefmagazine.org***

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10

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12

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16

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Robert Bage served with the North Miami, Florida, Police Department for 20 years prior to his selection as chief for the City of Fort Walton Beach in 2019. He is a past president of the First Judicial Circuit Law Enforcement Association and is the second vice president of the Florida Police Chiefs Association, among other roles.

16

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26

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30

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New Zealand Police Commissioner Andrew Coster took up his role in April 2020. Before being appointed commissioner, his leadership roles included commander of Auckland Armed Offenders Squad, area and district commander, and assistant commissioner. He oversaw the development of the government's firearms reforms after the 2019 Christchurch terrorist attacks.

36

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40

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Chief Jack Cauley began his career in 1984 as a dispatcher in Lenexa, Kansas. He has been chief of police in Castle Rock, Colorado, since 2012. In addition to serving on the IACP Board of Directors, he also regularly presents on culture and his One-By-One Policing philosophy across the United States.

40

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40

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76

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80

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94

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Open Dialogue Can Spark Innovative Solutions

John Letteney
Chief of Police
Thomasville Police Department, Georgia

> "When we know better, we can do better, and even small changes can make vast differences."

TO CONTINUE EVOLVING AS A SOCIETY, ALL PROFESSIONS MUST CONSTANTLY STAY ON THE CUTTING EDGE OF THEIR RESPECTIVE INDUSTRIES. LAW ENFORCEMENT IS NO DIFFERENT, ESPECIALLY GIVEN OUR SIGNIFICANT ROLE ON THE FRONT LINES OF EVER-CHANGING COMMUNITIES.

As time goes on, we all continue to learn more about the issues we face and new strategies to address them, rather than relying on what we've always done. When we are looking to change outcomes, we must assess our approaches and update them accordingly—just because something has worked in the past does not mean it will be the enduring solution. As with equipment, technology, and training, methodologies can become outdated or obsolete, and safe, effective policing relies on supplying our officers with the best the field has to offer.

The first step in any investigation is understanding the facts, which remains true when considering breakthroughs in policing practices. Continuously seeking new information allows us to have a more comprehensive knowledge of the issues at hand. In pursuit of this mission, the IACP team and I have been focused this year on meeting with our members and hearing directly from them through a series of six Critical Issues Forum listening sessions in which local law enforcement leaders from various regions were invited to share their thoughts on the state of policing. Each of these sessions centered around three questions:

- What is the biggest issue facing your agency?
- What is the biggest issue facing the policing profession?
- What can the IACP do to help?

At each location—California, Tennessee, Minnesota, Ontario (Canada), Massachusetts, and Arizona— there were unique answers, but it quickly became clear there are many common threads and shared challenges. Through this exercise, we were able to learn from our colleagues, empathize, and provide support. We discussed the universal recruitment and retention difficulties, as well as ideas for new job marketing strategies and how to better engage the next generation of future police personnel. We addressed the demoralization of police, and the negative media perception we must mitigate, but we also discussed community-based efforts to maintain and enhance the positive relationships we already have. Over and over, I heard that, on a local level, the opinions and support of community members and police do not reflect the widespread narrative of division. Importantly, we discussed the various methods used to communicate this reality, locally and beyond. Still, we must continue to think of new ways to champion these stories of success and combat potentially harmful falsehoods.

Many common issues may not be easily resolved, especially given the position of law enforcement agencies within the larger public safety system. Participants in these listening sessions shared their frustrations with a lack of support from local legislators and prosecutors. As the enforcers of the law, police must stay up to date on the most current legislative activity, some of which may be poorly planned or executed. Adequate funding may not be available to support what is asked of the police. In such cases, police may look to other jurisdictions for examples of successful policies, advocacy efforts, and unconventional funding opportunities.

Officer wellness and work-life balance are also increasingly pertinent and widely discussed issues, especially as we learn more about the potentially harmful effects of this career. Policing is a challenging job, and providing the necessary support to keep officers safe and healthy improves not only personal well-being, but also the overall functioning of communities. Based on available resources and personnel, agencies may be able to employ more creative solutions when it comes to scheduling

and benefits. Traditional shifts may not be sustainable for some employees, but if accommodations can be made to help them manage their personal duties beyond the job, it may enable them to increase their longevity and fulfillment in a law enforcement career. Other initiatives in this realm include employing or contracting with mental health professionals or annual mental health check-ins. Police are always available to help others—we need to make sure we are there to help each other.

Many pressing topics we discussed are truly interconnected issues. Recruiting and retention efforts go hand-in-hand with overall perceptions of police, which are affected by common portrayals of the profession as well as officer wellness initiatives. Connecting with the community, particularly younger individuals who will become the next generation of police service personnel, can offer a different perspective than what they are exposed to in popular media. Demonstrating the positive aspects of policing to younger generations, including through school resource officer programs and junior academies, can help build productive relationships and inspire a passion for public service. When we look to hire, we want to attract individuals who are qualified for and enthusiastic about the work we do every day and let them know what they can expect out of a job in the policing profession. Therefore, emphasizing the multitude of services police provide for the community, while also developing and enhancing positive relationships in the community, may encourage a larger pool of people with more diverse skill sets to consider a career in law enforcement. To that end, the IACP Trust Building Campaign is a useful tool to help agencies employ a systematic approach in engaging and building trust.

While providing incentives and adequate benefits to candidates is a key component of workplace satisfaction, we must focus on broadening our reach or risk constant staffing shortages among agencies who cannot keep up with the resource demand associated with competing for a limited number of qualified officers. Offering incentives for certified officers to move from one agency to another may help solve one agency's staffing issues, but it does so at the expense of other agencies, and their communities. Rather, our goal should be to increase the overall pool of qualified candidates to serve in the profession, so that a comprehensive solution to the wider problem in policing is addressed.

A key part of innovation is pooling our knowledge to ensure that everyone has access to the best available strategies, adjusting as needed to be integrated into each of our unique communities. We can all work together, as one profession, to lift each other up. Effectively using the resources we have includes relying on each other, helping our colleagues so we're not tasked with constantly reinventing the wheel on top of all our other duties. After all, nobody understands policing—both the challenges and promising practices—like the police themselves.

A full report with our findings and recommendations from this series of listening sessions will be published for widespread reference and use, in the hope that it will spark new ideas among those facing similar challenges. When we know better, we can do better, and even small changes can make vast differences. I can attest that the conversations I had with listening session participants have informed how I approach not only my role as IACP president, but also as chief of police in Thomasville, Georgia. The best thing we can do is collectively evaluate, adapt, implement, and analyze promising practices, remaining flexible and open to new findings. Imposing challenges may seem overwhelming when facing them alone, but we, as an entire law enforcement community, are all able to learn from others, collaborate on solutions, and lend a hand as we shape the future of the policing profession.

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Taking place October 14–17, 2023, this year's event in San Diego, California, USA, is approaching quickly! Don't miss this unparalleled opportunity to enhance your knowledge, professional network, and career.

Learn more or register at **www.theIACPconference.org**.

IACP 2023 40 Under 40 Award Winners Announced

The IACP is pleased to announce the winners of the IACP's prestigious 40 Under 40 Award. These 40 rising leaders were selected for leadership, dedication, and service to their agencies, communities, and the profession.

Meet this year's awardees on pages 48–67 or at **theIACP.org/iacp-40-under-40**.

Know someone whom you want to nominate for next year's 40 Under 40 Award or another IACP award? Complete the 2024 IACP Awards Interest form at **theIACP.org/awards** to receive information as it becomes available.

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The IACP is seeking photos on all subjects for use in *Police Chief*. Send us your best photos related to community-police relations, officer wellness, technology, crisis response, and more, and you might see them in the magazine!

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By Brenda Dietzman

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By Steve Gregory

The Interplay of Human Trafficking and the Media
By Detective Catarina Parache

Read these and other articles at **www.policechiefmagazine.org**.

Q: How do you facilitate innovation in your police department?

A: Innovation is the lifeblood of public safety. It is essential for police departments to be ingenious in order to keep their communities safe. The Falls Church, Virginia, Police Department is committed to cultivating innovation in all of its personnel, sworn and non-sworn, by committing funding for training, ensuring recognition for exceptional ideas, and challenging employees to be bold leaders. We believe that everyone has the potential to be innovative, and we want to create an environment where employees feel comfortable sharing their ideas.

The full circle of this culture of innovation is often revealed during promotional exams. Officers are asked to highlight their career accomplishments and offer a vision for future change within the department. This process helps identify and promote the most innovative employees who will then nurture the next wave of forward-thinking personnel.

Mary Gavin, Chief of Police
Falls Church Police Department, Virginia

A: Police officers' roles are ever changing and require constant adaptation to stay current on trends. As a patrol sergeant, I allocate resources to provide quality public safety services to the community. I am a strong advocate of the use of new technology and methods to combat crime. Being open-minded and knowledgeable about the issues in the community allows departments to make the adjustments needed for success.

Deploying specialty units such as bike patrol allows us to level the playing field. The use of bikes allows officers to patrol areas where patrol cars cannot access due to limited space and terrain. Bike patrol increases the ability for officers to thwart in-progress crimes through the element of surprise by stealth approach. Bike patrol also allows officers to be more visible and approachable to members of the community outside of a patrol car setting.

Daniel Benner, Sergeant
Sedalia Police Department, Missouri

A: The Los Angeles, California, Police Department's (LAPD) core values focus on "Commitment to Leadership" and "Quality Through Continuous Improvement." We encourage our officers to continually assess and develop new methods to enhance our systems and processes. Our rich history of innovation includes pioneering the first police radio system, establishing the first aerial policing unit, creating the Drug Recognition Expert Program, and implementing the first SWAT team in the United States. The LAPD remains dedicated to exploring novel and innovative approaches to enhance our capabilities and expertise. To further elevate our training standards, we implemented a state-of-the-art virtual reality training system located at the historic Elysian Park Police Academy. This groundbreaking system enables us to take training to new heights by immersing officers in a variety of realistic scenarios. The technology further helps the LAPD train and equip our officers with the knowledge, skills, and best practices necessary to deliver exceptional policing services to our communities.

Christopher M. Zine, Captain
Los Angeles Police Department, California

A: Recently, we introduced our Real Time Crime Center (RTCC) to the workforce, which serves as the surveillance epicenter for our Entertainment District. In preparation for the MLB All-Star Game 2024 and FIFA World Cup 2026, we are exploring several information systems that will increase our impact in the community and create opportunities for officers to use best practices to quell crime. Currently, we are testing FUSUS, a cloud-based RTCC map interface that has the capability to capture both private and public video footage and store it in a single database. The best part is that participation is completely voluntary, leading to buy-in from the community. This technology has generated much excitement from business owners, stakeholders, and crime watch groups, as it was designed to bring law enforcement closer together with the community it serves. I foresee this technology as one of the waves of the future in our profession.

Kyrus Branch, Deputy Chief
Arlington Police Department, Texas

BY
Geoff Balon, Legal Advisor,
Mesa Police Department,
Arizona

Innovating to Reduce Video Perception Bias

VIDEO EVIDENCE IN POLICING IS INCREASINGLY COMMON. BODY-WORN CAMERAS, DASHCAMS, AND SURVEILLANCE VIDEOS ARE POWERFUL TOOLS FOR ACCOUNTABILITY, TRANSPARENCY, AND FIGHTING CRIME. WHILE VIDEO IS HELPFUL TO LAW ENFORCEMENT, THE PROFESSION NEEDS TO INNOVATE HOW TO EXPLAIN IT.

There are a number of benefits to using video evidence in policing. First, video of an incident can be strong evidence of a suspect's guilt or innocence. Second, it can help address issues that may need to be improved upon or praised within an organization. Third, video evidence can help build trust between police and the community. When the public knows that their interactions with the police are being recorded, they are more likely to feel that they are being treated fairly. Fourth, when there is a disagreement about what happened during an interaction between an officer and a member of the public, video evidence can be used to provide clarity.

Like any good tool, video evidence comes with its own unique set of challenges and limitations, requiring a strategy for handling it. Without explanation, the implications for letting the video speak for itself can have negative outcomes in some circumstances.

The rise in technology such as body-worn cameras, surveillance video, cellphone video, dashcams, and even recording sunglasses have made video evidence a key part of most cases. Unfortunately, the increased availability of video evidence has, at times, created an expectation that a case cannot be proven in court without good quality video. In turn, some key decision-makers may feel that an officer's testimony alone is not enough to hold a person accountable. However, the stakes are too high and communities too important to let a case crumble because a video does not depict an incident with movie quality perfection.

An awareness of video's limitations is critical. Despite video's inherent shortcomings and issues with viewer perception, video evidence will likely be given significant weight throughout the criminal justice process. Those individuals in the legal system, including judges, attorneys, social workers, and jurors, need education regarding video evidence to fully understand how video may impact their decisions. How video is viewed and perceived can have long-lasting effects.

When it comes to raising awareness, it is important to recognize that there have been a number of issues identified with biases of visual perception of video evidence. As an example of just one of these issues, people tend to overestimate the accuracy of their interpretation of video. Accuracy is diminished because a person is limited by their ability to focus on all the complexities of a video at once. The visual system prioritizes processing some information at the expense of other information. Thus, people may miss key information, and accurate perception is not guaranteed.[1]

Other factors that may impact accuracy include the perceivers' distinctive backgrounds or experiences, or the differences among perceivers, which can influence the way they watch an incident. The manner in which video content is captured and portrayed, including camera angle, can also affect the accuracy of a viewer's observations. Contextual cues surrounding important facts shift viewer's interpretations as well. Despite these issues, viewers tend to confidently believe that their interpretations are more accurate than they may actually be.[2]

Not everyone is familiar with video perception biases. Law enforcement agencies need to help their partners understand video evidence better. Sponsoring internal trainings; proposing statewide law training curriculum for law enforcement, judges, and attorneys; engaging with researchers and community partners to address ways to address video bias; and training officers to confidently articulate video's challenges are some examples of how agencies can develop a strategy for reducing video perception bias.

Courts already incorporate ways to reduce bias, but more can be done to specifically address it. Instructions on how to consider testimony given prior to its delivery have been shown to assist jurors in following legal guidelines as they reach their verdicts.[3] The same can be expected for video.[4] While law enforcement agencies may not be directly involved with developing jury instructions, agencies have a vested interest in starting the conversation and raising awareness with those who are.

Agencies can also focus on an area that is more within their control. One of the least used but highly valuable tools for any agency is its own video evidence experts. Experts' explanations of video's limitations in court may be helpful for law enforcement's various audiences.

Rule 702 of the Federal Rules of Evidence, like many state rules of evidence, allows a person who is qualified by knowledge, skill, experience, training, or education to testify in the form of an expert opinion or otherwise if (1) the expert's scientific, technical, or other specialized knowledge will help the trier of fact to understand the evidence or to determine a fact in issue; (2) the testimony is based on sufficient facts or data; (3) the testimony is the product of reliable principles and methods; and (4) the expert has reliably applied the principles and methods to the facts of the case.

Similar to agencies' experts on subjects such as accident reconstruction, drug recognition, ballistics, gangs, domestic violence, and digital forensics, agencies can train their personnel to be video experts capable of educating key decision-makers who will be weighing important evidence and witness testimony.

Without educating and raising awareness of the potential issues with video, key decision-makers are never given the opportunity to reduce their inherent biases when viewing video evidence. That is where law enforcement's challenge and opportunity lie.

Legendary marketing scholar Theodore Levitt once said, "Creativity is thinking up new things. Innovation is doing new things." So, let's innovate.

NOTES:

[1]Yael Granot et al., "In the Eyes of the Law: Perception versus Reality in Appraisals of Video Evidence," *Psychology, Public Policy, and Law* 24, no. 1 (February 2018): 93–104.

[2]Granot et al., "In the Eyes of the Law."

[3]Larry Heuer and Steven D. Penrod, "Instructing Jurors: A Field Experiment with Written and Preliminary Instructions," *Law and Human Behavior* 13, no. 4 (December 1989): 409–430.

[4]Granot et al., "In the Eyes of the Law," 100.

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Enhancing First Responders' Mental Health in Maryland

The Evolution of a Wellness Initiative

BY
Adrienne M. Augustus, MPA, Mental Health Programs Manager, City of Hyattsville, Maryland

IT WAS A RADICAL IDEA: REQUIRE EVERY MEMBER OF THE CITY OF HYATTSVILLE POLICE DEPARTMENT (HPD) IN PRINCE GEORGE'S COUNTY, MARYLAND, TO MEET WITH MENTAL HEALTH PROFESSIONALS FOUR TIMES A YEAR.

Everyone surely would be on board with this concept, especially when political division, social unrest, and the COVID-19 pandemic were driving anger, anxiety, and depression to unprecedented levels in the United States. This program would set the standard and wipe out stigma, and every officer and dispatcher would find their Zen while continuing to protect and serve the community. Right?

Photo courtesy of the City of Hyattsville

More than once, it was predicted that the program would fail, but since launching in the fall of 2021, the HPD's Mental Wellness Check-in Initiative (MWCI) has proven to be beneficial for those who are choosing to embrace it fully.

PROGRAM PARTICIPATION

From November 2021 to December 2022, every officer, dispatcher, and civilian administrative member of the HPD was required to meet quarterly in confidential, 50-minute, one-on-one online meetings with behavioral health professionals. The participants chose the topic of discussion, but the mental health professionals were prepared to provide psychoeducational coaching and, if desired, talk therapy. The check-ins occurred during participant work hours to eliminate the need for overtime pay, and it gave agency personnel one uninterrupted hour to step away from the fray, whether they thought they needed to or not. Discussions were not recorded, and any notes the clinicians took were solely for follow-up at the next quarterly session. The MWCI is not tied to fitness for duty assessments.

What was discussed remains confidential, however, as mandated reporters, clinicians would call HPD emergency dispatch if they believed a participant was an imminent threat to themselves or others (this action has not yet been needed). Before and after each session, participants completed pre- and post-session surveys using confidential participant codes. Graduate students at the nearby University of Maryland School of Public Health, Department of Health Policy and Management, helped maintain the confidentiality aspects of the program.

The students collected and analyzed the data that provided high-level insight into the efficacy of the Initiative. Approximately 45 people participated in each round. Over the four quarters, feedback revealed that 80 to 90 percent of the 71 total

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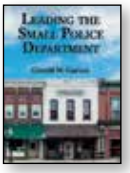

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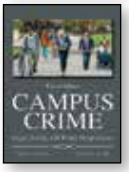

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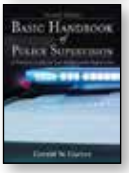

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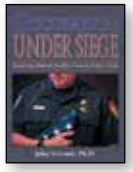

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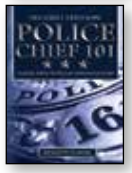

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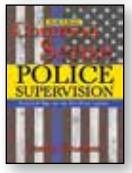

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participants gave high scores for their level of satisfaction with their behavioral health professional. After the fourth quarter, 92 percent of the participants said they felt their practitioner understood them, and at least 88 percent stayed engaged in their session for 40 minutes or longer.

Collectively, levels of satisfaction grew or remained high over the first four quarters. No one reported feeling as if the program was harming them, and no one resigned because of it. Several officers and dispatchers stated the sessions helped them address specific personal and professional challenges, and one officer wrote in an email, "I truly believe this has made a positive impact on my life, and it came at the perfect time for me."

> ***"The MWCI not only took away the stigma of seeing a mental health professional, but it also gives the participants an easier way to connect with one."***

FUTURE OF MWCI

In Spring 2021, the Hyattsville City Council approved $50,000 to operate the HPD MWCI. It was a commitment that preceded the Maryland legislature's decision to require law enforcement mental wellness checks and was well ahead of the point when many agencies across the United States started looking for behavioral health professionals to support their officers for needs beyond fitness for duty assessments. That fall, the Department of Justice's Office of Community Oriented Policing Services awarded HPD a two-year $118,800 grant to support the initiative. That grant allowed HPD to include the neighboring Town of Brentwood Police Department (BPD) and also provided enough funding for participants to meet with their clinician in between their quarterly sessions for free if they chose to.

Hyattsville published a request for proposal to solicit clinicians for the program with one essential requirement—the mental health professionals must have experience working with first responders. Two agencies responded. The selected agency offered three female and two male clinicians. Three were Black, and two were White. The MWCI program manager also requested gender and racial diversity, although survey responses later showed cultural competency mattered less with the officers and dispatchers when it came to race and gender and more with the providers understanding police culture.

INITIATIVE SUCCESS

A question often asked about this program is how the union responded to the initial program proposal. HPD and BPD do not have unions. Therefore, any police union considering a program like the MWCI should look at what HPD was able to accomplish and use the early outcomes as indicators for how mental wellness checks might work at their department. HPD's and BPD's success does not have to be a local anomaly. The MWCI can be part of a major culture shift that will save lives.

From quarter to quarter, out of the 71 total participants, fewer than a handful stated that they did not like participation being mandatory and did not engage with their clinician. Three officers anecdotally noted that they already had therapists and did not think they should have to see another one. This is one aspect of the program that still needs adjusting. Does the MWCI need to remain a quarterly program? Not necessarily. Should it expand to include retirees and family members? Absolutely. Should it always be mandatory? Yes.

To those who say this program should be optional, the author says *optional* is health insurance. Agency personnel can always opt-in for therapy, but the suicide rates across the United States show not enough first responders are making that decision. Seven

The *Mental Wellness Check-in Initiative: Year One* report, including detailed feedback from the participants and clinicians, is available for download on the City of Hyattsville's website: **https://hyattsville.org/mentalhealth**.

MWCI participants opted to see their program clinician for additional sessions in the first year. The MWCI not only took away the stigma of seeing a mental health professional, but it also gives the participants an easier way to connect with one.

While the MWCI was developed for first responders, the ripple effects touch everyone. Officers and dispatchers who are better equipped to address emotional and psychological challenges on and off the job will have better interactions with loved ones and the community members they serve. And those they interact with will walk away with better feelings about those interactions too.

The program is designed to ensure officers and emergency dispatchers can have an outlet to process, without stigma, the emotional and psychological challenges that come with the job—to give responders an avenue for meaningful support before they land in a situation that negatively impacts their career, loved ones, and community. MWCI is starting its second year, and so far, data show that the program is doing a lot of good for many people.

BY
Robert Bage, MPA, Chief of Police, City of Fort Walton Beach Police Department, and Art Bodenheimer, Police Chief, Lake Alfred Police Department, Florida

Age-Related Roadway Risks

Law Enforcement's Responsibility to Address Aging Driver Safety

GETTING A DRIVER'S LICENSE IS A RITE OF PASSAGE. IT SYMBOLIZES THE TRANSITION FROM ADOLESCENCE TO ADULTHOOD AND NEWFOUND FREEDOM. MANY FEEL THAT A SENSE OF FREEDOM MIGHT BE AT RISK AS THEIR BODIES AND MINDS CHANGE OVER TIME, AND THEIR DRIVING ABILITIES MAY BE QUESTIONED.

Florida has the second-highest percentage of residents aged 65 and older in the United States. Ensuring the safety of aging drivers has been a critical concern for both the Florida Department of Transportation (FDOT) and law enforcement in the state ever since Florida became a magnet for retirees.

Recently, older driver safety has become a widespread issue as 'the U.S. population is expected to surpass 73 million by 2030.

These trends are the reason the National Highway Traffic Safety Administration (NHTSA) established Older Driver guidelines—to provide resources and guidance for states to develop their own programs. As it follows, over a decade ago, FDOT tapped into the NHTSA guidance and partnered with the Pepper Institute on Aging and Public Policy at Florida State University to support their aging road user program by establishing a statewide coalition: the Safe Mobility for Life Coalition. To date, the coalition has grown to 31 member organizations representing the fields of engineering, law enforcement, health, education, safety, transportation, and aging. Law enforcement plays an active role in the coalition. The group works toward closing the information gap by ensuring officers have the resources and tools needed to understand the safety concerns of older drivers. By doing so, coalition members can provide resources and support to help them stay safe and mobile for life. Taking a proactive approach to understanding the needs of older drivers is crucial for their safety and well-being. It is the responsibility of police officers to serve and protect their communities, including the older citizens.

UNDERSTANDING OLDER DRIVER IMPAIRMENTS

As people age, their driving abilities can be affected by various factors, including vision changes, mobility issues, medical conditions, medications, and cognitive decline. These changes can lead to poor driving and an increased risk of crashes, as evidenced by data from NHTSA, but how and when these changes can occur varies from person to person.

Vision is the number one factor contributing to these age-related changes. As people age, they often require more light to see clearly and take longer to recover from bright sunlight, glare, or headlights. Conditions like cataracts and glaucoma can also make it more difficult for older drivers to see the road. In fact, most decisions made behind the wheel rely on vision, making it a crucial aspect of safe driving.

Medical conditions such as arthritis, diabetes, heart and lung disease, and sleep apnea can also hamper driving skills by causing physical symptoms like numbness, dizziness, or fatigue.

The use of prescription medications is prevalent among older adults, with about 90 percent of them using at least one

prescription drug regularly, and 36 percent regularly taking at least five prescription drugs. These medications, especially when combined, often have side effects that can cause physical and mental changes that can make driving unsafe, such as slower reaction times, dizziness, and tiredness.

Cognitive decline is also a significant concern for older drivers, with an estimated 6.7 million people aged 65 and older in the United States having some form of dementia, including Alzheimer's disease. These conditions can cause memory and judgment lapses in areas that are critical to safe driving, such as recognizing signs, traffic cues, and location while driving.

HOW LAW ENFORCEMENT CAN ADDRESS AGING DRIVERS

As law enforcement officers, it is important to understand the impact aging has on driving and how to talk to and evaluate older drivers. Officers may encounter ageing and medically at-risk drivers and their concerned loved ones in a variety of situations. Crash scenes and traffic stops are two of the more common interactions. When officers stop older drivers or respond to crashes, they should look for the warning signs that someone might have challenges with their driving.

Signs such as confusion that might indicate dementia or difficulty moving that could be from disease or disability are important for officers to observe in such situations. The

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type of crash or infraction could also be a sign that an older driver is having problems. For instance, incidents that involve driving at night, making left turns, leaving a proper distance between cars, merging into traffic, and missing traffic signs or signals could signal that the driver is experiencing physical or mental challenges.

Besides traffic stops, there are some less common interactions that are just as important in understanding these challenges. At community meetings, residents may ask a chief or agency supervisor questions that might involve needing advice on how to approach the topic of driving with a family member, or someone on the street could seek advice from an officer about reporting a person with dementia. Regardless of the forum, law enforcement personnel should be able to give sound guidance on this important safety issue. Having the talk with someone about driving can be difficult, but talking about driving can help them continue to drive safely for as long as possible. It is important to approach the conversation with empathy and understanding. Above all, remember that the safety of the aging individual and others is at stake. Warning signs, common problem areas, transportation options, and reporting are good starting points.

Very few states prohibit individuals with dementia from driving. However, almost every state has a system for reporting potentially unsafe drivers of any age for re-examination or re-evaluation of their driver's license. Reporting laws vary from state to state, but typically law enforcement and medical professionals are specifically noted as allowed, or in some cases required, to report a person for potential medical impairment. New Mexico is the lone state where a formal system is not in place for reporting drivers. Reporting by law enforcement may require completion of a standardized form, checking a box on a crash or other report, or using a state website to get the ball rolling. Once a driver is referred to a licensing agency for re-evaluation, some type of administrative review is initiated to evaluate their ability to continue driving. By simply referring a driver for re-evaluation, their ability to drive is not automatically taken away.

RECOMMENDATIONS

- Florida's Safe Mobility for Life Coalition: www.safemobilityfl.com/FloridaCoalition.htm
- CHORUS: www.roadsafeseniors.org/guides/law-enforcement-professionals
- Safe Mobility for Life – Law Enforcement Resources: www.safemobilityfl.com/LawEnforcementResources.htm
- Safe Mobility for Life – Law Enforcement Toolkit: www.safemobilityfl.com/LawEnforcementToolkit.htm
- *Florida's Guide to Safe Mobility for Life*: www.safemobilityfl.com/Guide.htm

WHERE TO TURN FOR INFORMATION

There are many resources for law enforcement to share with families, caregivers, and drivers about how aging can impact driving, how to be proactive about safe driving skills, and how to plan for life beyond the driver seat.

Primary health care providers play a key role in identifying and monitoring the driving abilities of their patients, while a driver rehabilitation specialist can further evaluate drivers' skills and suitability. These specialists work with drivers to assess their driving abilities and recommend adjustments to driving routines or vehicles to help them remain safe on the road.

For those who may need to transition away from driving, there are alternative transportation options available, including walking, public transit, and transportation network companies like Uber or Lyft. Sometimes there are special programs for transportation that align with traditional transit agencies. "Transit" does not always mean taking a fixed route bus. Vans and other services may be available for people who qualify, particularly when their trip is for a doctor's visit or other life-sustaining reason. Eligibility for these programs is generally tied to disability, age, or income, so they are perfect for an older individual who has stopped driving.

There are various resources to support law enforcement agencies' efforts in addressing this issue. One such resource is the Clearinghouse for Older Road User Safety (ChORUS), which provides online information to help all states with resources specific to law enforcement and a searchable library that can be filtered by the audience, topic, and state.

To help older drivers remain safe as long as possible, CarFit is an educational safety program developed in collaboration with the American Automobile Association, the American Association of Retired Persons, and the American Occupational Therapy Association; it is available in all 50 U.S. states, the Canadian provinces, and the U.S. territories. CarFit was designed to help older drivers improve the "fit" of their vehicles for safety and comfort. Police chiefs can use this resource to train their officers, as CarFit technicians or event coordinators to make recommendations to drivers on how to adjust their vehicles to improve safety and reduce the risk of injuries in the event of a mishap.

Law enforcement agencies across the United States can also benefit from the resources provided by Florida's Safe Mobility for Life Coalition. In addition to the website, which serves as a one-stop-shop for families, caregivers, and other stakeholders, there are several tools available for law enforcement.

1. The Law Enforcement Toolkit helps departments with education and training. The toolkit includes a video that can be used during training and a Driver Medical Referral card, which provides law enforcement with quick access to resources when they encounter an aging driver and how to refer a driver to re-examination. More than 2,500 law enforcement officers in Florida have received this training.

2. *Florida's Guide to Safe Mobility for Life* is a free handbook designed to help older adults achieve mobility independence and learn how to get from place to place beyond using a personal vehicle. It also includes a test to help assess driving skills and worksheets to create a personal transportation plan to meet their needs.

CONCLUSION

Law enforcement personnel all recognize their duty to protect and serve the community. Ensuring the safety of aging drivers on roadways is a critical part of that duty. By taking proactive measures, such as educating older adults on safe driving practices, providing resources and support, and working collaboratively with healthcare providers and family members, officers can make a meaningful difference in the lives of older citizens.

The Traffic Safety Resource Guide (**theIACP.org/resources/document/traffic-safety-resource-guide**) addresses elements of traffic safety, sharing research and promising practices to support law enforcement's response to traffic safety issues.

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QUIZ

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No — Yes

Underutilized wellness program

No — Yes

Stigma around getting help

No — Yes

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Research abounds on topics related to law enforcement and criminal justice, and it can be difficult to sift through it all. Informer breaks down three studies for law enforcement leaders to help keep them up to date.

ENCOURAGING INNOVATION TO IMPROVE PERFORMANCE

This study of the Ajman Police within the United Arab Emirates examined the relationship between service innovation and police performance.

Service innovation was defined as creating new ways of doing things that created positive value-added outcomes. *Police performance* was measured across the domains of finances, customers, internal processes, and innovation and learning. Researchers also hypothesized that both a leadership philosophy that encouraged creativity and transparent knowledge sharing across peers would affect the relationship between service innovation and police performance.

The results of 368 survey responses were analyzed using statistical methods. This analysis confirmed that innovative processes are associated with better police performance. Analysis also revealed that a leadership philosophy encouraging creativity strengthened this association between innovation and performance. However, knowledge sharing was not confirmed as a significant factor in this relationship. While knowledge sharing may be important in many contexts, it is not as important to improving performance through innovation as leadership that encourages creativity.

The results of this research provide evidence that encouraging police employees to examine assumptions and challenge existing norms may lead to positive outcomes for the department. For better department performance, police employees should be encouraged to think creatively, identify alternative processes, and test the efficacy of those innovations.

Sultan Bin Abdulla Alnuaimi and Abdulla Awadh Abdulhabib, "The Influence of Service Innovation on Police Performance: An Empirical Investigation," *International Journal of Quality & Reliability Management* (January 2023).

SUPPLEMENTING POLICE PATROLS WITH PRIVATE SECURITY

As alternatives to police response have gained increasing interest, this study analyzed a public-private partnership of a large police agency supplemented by a private security firm. A private security agency patrolled two high-crime communities in Florida for approximately four and a half months in 2016. The security agency was tasked with reporting damaged property, broken streetlights, and suspicious persons or vehicles to the police, as well as documenting encounters with community members and sharing any relevant intelligence they gathered.

Using a quasi-experimental design, researchers analyzed crime data before, during, and after the intervention of private security patrol—and in comparison to the rest of the county. Based on this analysis, both Part I and Part II offenses appeared to decline during the intervention, although Part II offenses rose immediately after the intervention ended.

Community residents were also surveyed before and after program implementation. In comparing pre- and post-implementation survey results, residents believed that crime had declined, and they expressed more positive perceptions of police. Interestingly, their fear of crime increased; however, this may have been due to external factors outside of the study's control.

The results of this study suggest that supplementing police patrols with private security might be a promising avenue to meeting public demand despite financial constraints and for providing order maintenance without residents feeling over-policed.

Stephen T. Holmes, Ross Wolf, and Thomas Baker, "Public-Private Partnerships: Exploring Perceptions and Efficacy of Community Security Patrols," *Journal of Applied Security Research* (June 2022).

LEVERAGING COMMUNITY OVERSIGHT

Using citizen oversight agencies (COAs) to monitor police departments remains a somewhat controversial approach in the United States. This study used existing data on police agencies in the United States to identify factors associated with the use of a COA. Among the 231 agencies studied, 77 had COAs, while 154 did not. Investigative COAs have the ability to independently investigate and recommend disciplinary actions in situations of police misconduct, while non-investigative COAs monitor complaints without disciplinary authority. Of the 77 police agencies that had COAs, 14 of those were investigative COAs, while 63 were non-investigative.

The factor most significantly related to having an investigative COA was the number of civil rights groups in the community. A federal investigation or consent decree, agency revenue, and a larger population were also associated with investigative COAs. Factors most significantly related to having a non-investigative COA were the violent crime rate and population income. The existence of a Law Enforcement Officers' Bill of Rights law in the state, having neighboring jurisdictions with a COA, and the population's education level were also associated with non-investigative COAs. Factors such as protests against police brutality and racial disparity in arrests for disorderly conduct were not significantly associated with either type of COA.

The results of this analysis indicate that varying conditions influence not just the existence of a COA but also the types and functions of COAs that do exist.

Mir Usman Ali, "The Adoption of Culturally Contentious Innovations: The Case of Citizen Oversight of Police," *Policy Studies Journal* (February 2023): 1–24.

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Bringing P.E.A.C.E. to Michigan

***PEACE* IS TYPICALLY RECOGNIZED AS A STATE OF TRANQUILITY OR QUIET, SUCH AS FREEDOM FROM CIVIL DISTURBANCE. IT IS SOMETHING THAT MOST COMMUNITIES STRIVE FOR, AND IT ALMOST SEEMS UNATTAINABLE AT TIMES. HOWEVER, TWO NEIGHBORING LAW ENFORCEMENT AGENCIES IN MICHIGAN HAVE REIMAGINED WHAT THIS WORD MEANS FOR THEIR COMMUNITIES.**

The Michigan State University Department of Police and Public Safety (MSU DPPS) and the East Lansing Police Department (ELPD) have always had a great working relationship. While under a mutual aid agreement, the agencies collaborated during the college's football season along with other day-to-day responsibilities. The Proactive Engagement and Community Enhancement (P.E.A.C.E.) Team seemed a natural progression in the long-standing partnership between MSU DPPS and ELPD.

"Adapting to community needs is built into the goal of the P.E.A.C.E. Team," said Detective Sergeant James Terrill. "The team does this by relying on crime statistics, law enforcement intelligence, and community concerns." Because team members are not responsible for responding to radio calls for service, to be successful in obtaining their goal, the team must work closely with uniformed personnel, detectives, crime analysts, and records staff from both agencies. If crime data or agency intelligence suggests that crime will happen in a certain area during a certain time period, the P.E.A.C.E. Team will direct resources to assist in crime prevention. Within its first year, the team has noticed a reduction in crime for certain areas of East Lansing during specific time periods using this strategy.

FIRST-YEAR FLEXIBILITY

Defining goals and developing procedures are instrumental in the development of the team. It is also important to understand how the unit fits in with the overall mission of the agencies involved. "To overcome this, P.E.A.C.E. Team leadership has been flexible and looks to refine processes over time versus remaining stagnant," said Detective Sergeant Terrill. "If you consistently look to improve your team, then you will find success."

One way the team members sought to improve was reaffirming their commitment to de-escalation, community mental health, and constitutional

policing. They did this by going through the crisis intervention team (CIT) training program, which consists of 40 hours of instructional and scenario training designed to redirect those who are in a mental health crisis away from the criminal justice system and into the mental health system.

A quarterly activity report is provided to leadership from both departments detailing the work of P.E.A.C.E. Team members. This work includes actions ranging from seizing illegally carried firearms and conducting directed patrols of a specific neighborhood to donating jackets to community members experiencing homelessness. One week, the team could be conducting static surveillance to address a series of crimes, the next, they may be playing basketball with the community's youth. The team primarily works Thursday through Saturday evenings. The members also transition from their daily uniform to plainclothes in order to meet the community's needs. The region's crime data from 2022 (when the team wasn't operational) to 2023 will be compared to measure the team's effectiveness.

The team currently consists of one detective sergeant and three detectives, but there is hope that it will continue to grow in the years to come.

RECOMMENDATIONS

The MSU DPPS and ELPD offer the following recommendations for developing a concept team in your agency:

- When starting the team, executive management needs to determine what the goal is and how it can best serve the community.
- When staffing the team, look for officers and sergeants that are well-rounded and get the "big picture."

CONCLUSION

Although still in its infancy, the P.E.A.C.E. Team has made great strides in listening to and addressing the neighboring communities' public safety concerns. "The P.E.A.C.E. Team not only takes part in community engagement events, but also works to reduce crime in our communities by leading with data-driven crime prevention strategies," said MSU DPPS Chief Chris Rozman. "The team has made a large difference in our communities since its inception."

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NOTES

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INNOVATIVE TOOLS OR TORMENTS?

The Double-Edged Sword of Drone Technology

Photo courtesy of Teal Drones

BY
Bob McCreight, PhD, National Security Advisor,
National Security Research Institute

Photo courtesy of Aardvark Tactical

DRONES ARE A MODERN POLICE TECHNOLOGY FREQUENTLY USED AND RELIED UPON TO TACKLE A RANGE OF LAW ENFORCEMENT TASKS. A wide range of missions are levied by police on these intriguing aerial systems, which operate with varying degrees of autonomy. However, like most modern dual-use technologies, drones come with both positives and negatives, including an ample dose of ambiguity and latent controversy. Drones clearly illustrate that, for every presumptive advantage of a specific technology, there is a reciprocal drawback. Far cheaper than using a manned helicopter, safer than chasing armed suspects, and more clandestine in standoff surveillance than a stakeout, drones offer many benefits to police. However, the technology's critics, detractors, and foes are stridently against the continued use of drones in policing. Over the last 10 years, drones have become both vital and integral to many police departments while aggravating civil libertarians and privacy advocates. The struggle to define, characterize, govern, and operate drones as a steadily maturing technology remains bogged down in the traditional gap between rapidly acquired technology upgrades and society's often lackluster and cumbersome efforts to guide, curb, or regulate them. As such, police departments are caught in the middle, and legal foundations for operational clarity are vague. Given the prevalent use of drones in the Russia-Ukraine war and the several years of solid experience using drones to augment police work, their unique capabilities cannot be dismissed.

Employed for traffic enforcement, crime scene investigation, site surveillance, HAZMAT oversight, search and rescue (SAR) operations, and hostage incidents, drones have maximized and leveraged limited police resources to establish significant gains for police work. However, for every operational asset drones provide, they also come with an array of cautions rooted in concerns about privacy issues and Fourth Amendment objections. A 2020 university report noted the issue among Texas law enforcement agencies and included these recommendations: police should use drones to surveil only scientifically selected crime prone areas; targeted individuals should not be surveilled on public or private property absent a warrant; arming drones is acceptable, but only for the purposes of combating other armed drones; any data collected by drones should be deleted within 60 days unless it is linked to a specific criminal investigation; and police-operated drones should be marked with the same color scheme, lights, and markings found on other police vehicles. It is fair to ask whether these ideas enhance or erode law enforcement operations involving drones.

Under existing court interpretations of the Fourth Amendment, the U.S. Supreme Court devised the so-called *Katz* test, originating from the 1967 case *Katz v. United States*. Under this test, a government official is deemed to have conducted a Fourth Amendment search if two conditions are met: (1) the subject of surveillance has exhibited a subjective expectation of privacy, and (2) that subjective expectation is one society as a whole is prepared to accept as reasonable. The Supreme Court also considered the constitutionality of aerial surveillance in three cases from the 1980s (*California v. Ciraolo, Florida v. Riley*, and *Dow Chemical Co. v. United States*) and held in all three that that manned warrantless aerial surveillance does not violate the Fourth Amendment. As a Brookings study published in 2020 reported,

> *Today, approximately 18 states have laws that mandate that police acquire a warrant before they use drones. If police fail to comply, the drone data they collect will be made inadmissible in court. Some states with these rules, like Virginia, exempt police from the warrant requirements if they're using drones for non-law enforcement purposes, like taking photographs of accident scenes, for disaster response and for assessing traffic levels. However, some such policies include loopholes that may make it relatively easy for police to justify wider drone use. A new Minnesota law, for example, permits police to use drones to collect data in public areas if "there is reasonable suspicion of criminal activity," an exemption at risk of being broadly applied.*

In addition, the American Civil Liberties Union (ACLU) suggested that drone footage should not be retained unless there is reasonable suspicion the images contain evidence of a specific crime and argued that drone programs should require public approval, face independent audits, and be discontinued if there is no clear financial benefit. The ACLU also called for prohibiting armed drones, lethal and nonlethal. These precedents and other similar discourse are concrete indicators that, regardless of any benefits and advantages drones provide, there are considerable issues that lead to stalwart and strident opposition to their use. In more recent years, the use of drones as hobbies and diversions, including as part of commercial delivery systems, has grown, but they have also been used for mischievous, criminal, and malevolent purposes. It is a dilemma that fails to convey a clear-cut answer and coherent solution—especially for police. The current mix of state legislation on drone use for conducting lawful surveillance constitutes a very tough—but not impossible—legal

challenge. Terrorism prevention; crime curtailment; and thwarting trafficking of drugs, guns and humans make this especially significant in Fourth Amendment terms.

TODAY'S DRONES AND DILEMMAS

Drone evolution past 2022 includes wartime adjustments to the technology's potential value as a weapon in the Russia-Ukraine conflict. This technology has been included in U.S. military assistance for the Ukrainian armed forces. In March 2023, the U.S. military announced an aid package for Ukraine packed with drones and loitering munitions, among other things. Recent wreckage analysis left inside Ukraine from Russian Lancet-type kamikaze drones reveals that microcircuits from children's toys and vape batteries were used to make the aerial systems. These unique components filled the insides of the drones, along with some "dual-purpose" electronics produced by Western companies. Russian social media spread fear among its citizens of an imminent mass wave attack by thousands of small kamikaze drones that could overwhelm Russia's front lines.

This underscores a prime warning to police chiefs that drones can be used by criminals, terrorists, or foreign powers as war weapons or as tools of intimidation and attack whenever crime prevention and deterrence are considered. Drones have become a new vanguard of criminal and terrorist activity, permitting law breakers to subvert police drone use, nullify its effectiveness, deceive police drone surveillance, counterattack and disable police drones, and mount coordinated assaults on police response operations in situations where the lack of counter-drone capability grants advantages to the bad guys. For every presumed drone benefit, there comes an array of nasty drone-centered countermeasures and defensive tricks criminals can deploy. For police leadership today, the risks of situations involving protracted armed conflict, above-average daily risk, and public safety operations in a hostile nonpermissive environment where criminals control drones can be deadly. A prime conclusion is that the lack of drone use would thus diminish law enforcement significantly.

Photo courtesy of Yuneec

Consider the prospect of augmenting police drones with both lethal and nonlethal packages. Standoff taser electroshock weapons, x-ray penetrating cameras, light targeted explosive charges, and other arming options carried by drones add real punch to law enforcement operations. However, some drone manufacturers will block this kind of upgrade because its AI ethics board cannot tolerate such armed additions. Some U.S. drone companies have firmly resisted weaponizing drones and robots while other companies allow their customers to mount guns on the machines. Criminals can access these systems and expand their lethal leverage in covert ways police may never discover until it is too late.

Police must remain aware of the ambiguous jurisdictional issues involved in everyday drone security. As of 2023, the U.S. Federal Aviation Administration (FAA) logged in 855,860 registered drones in the United States. U.S. federal law requires that any small drone (one that weighs more than half a pound and less than 55 pounds) be registered and marked with its registration number, regardless of its purpose or intended use. Curbing criminal or improper use of drones falls to FAA to enforce and monitor. Experts claim the FAA receives more than 100 such reports each month with several full or partial suspensions of airport operations occurring in 2021 because errant drones entered flight paths. In 2022, the U.S. Transportation Security Administration (TSA) "identified almost 2,000 drones around airports. Pilots had to take evasive action in 63 of those instances." How can police manage this threat?

In addition, drones pose a potential threat to large crowds of people at malls and outdoor sporting events, along with "surreptitious flights around critical infrastructure, drone cross-border incursions, domestic prison smuggling operations, and incursions aimed at" VIP events. In 2022, the U.S. Congress proposed some relevant bills to address this security flaw, including the Safeguarding the Homeland From the Threats Posed by Unmanned Aircraft Systems Act of 2022. Not only would this act have enhanced and extended the authority of the Department of Justice (DOJ) and Department of Homeland Security (DHS) to counter drone attacks and surveillance by malfeasants, but it would also have given local, state, tribal, and territorial law enforcement, as well as owners and operators of critical infrastructure, the ability to detect these threats and collate reports on them. Again, the threat dynamics for police are ambiguous but real.

With all this in mind, drones should be seen as tools that hurt police as much as they help. Drone use requires new thinking and serious strategies. Escalating drone threats to public gathering areas, airports, infrastructure, and sensitive commercial/industrial facilities (including nuclear plants) cannot be ruled out. Worse, further inroads on drone sophistication include adding long-range laser systems, which could make it possible for drones to fly at higher altitudes, creating permanent platforms in the air that can act like low-altitude long-dwell satellites. In effect, it may be possible to create and launch a drone with virtually unlimited fuel and loitering power. This implies drones can serve as effective security enhancements to provide passive loitering observation of sensitive sites like schools, power plants, and chemical factories. Drones can also undermine police as often as they support police, so new criteria for drone threats are needed. Drones can be used creatively to offset threats of school active shooter crises and similar critical incidents. However, the exploitation of drone technology by criminals is a key complication.

DRONES AFTER 2022

While numerous analytical, technical, and speculative reports on drones can be found via the internet, today's police chiefs must focus on a handful of salient issues that will shape continued drone use and reliance. Clarity of functional purpose and erosion of persistent ambiguity in discerning what is legal and effective drone use remains a significant issue. This would include the following intriguing caveats:

- Does the Fourth Amendment apply to drone use (in the United States) and if so, how?
- Drone maturity can include greater autonomy—is this good for police?
- Despite validated drone speed in crisis response, do the benefits justify the risks?
- Can government restrictions on drones hamstring police departments?
- If drones are valued for public safety and SAR tasks, why not insist on their use by police?
- Is the U.S. national drone policy the province of only the FAA or should the DOJ and DHS have voices in this matter?
- If drones truly augment school safety measures, is that enough reason to retain them?

As drone technology continues to spread, privacy and civil liberty groups will repeatedly argue about drones linked to license plate readers, expanded networks of fixed cameras, enhanced real-time command centers, and augmented crime video evidence. A so-called digital dragnet could triple police surveillance capabilities and lead to claims by critics of "over-policing." What degree of enhanced security potential do drones actually provide? In New Jersey during 2022, department data revealed that drones responded to 1,400 calls, clearing 21 percent of them with an average response time of 90 seconds (versus 4 minutes from a patrol unit). Luis Figueiredo, a drone detective with New Jersey's Elizabeth Police Department explains that drones were used to monitor a recent protest in front of police headquarters by local students demanding reform to policing in schools. Detective Figueiredo said, "We had units in the outskirts and for traffic duty, but we wanted to see if there was any issue with any violence that might come out of it." Drones added real value.

SIZING UP DRONE ADVOCATES AND DETRACTORS

It is hard to discern how the legal and political aspects of drone use will stack up against the technological and enhanced security issues in a public arena. Ultimately, the value of drones will likely be measured by how public media views and critiques such surveillance, how future court rulings define the domain of permissible use, and whether leaders can devise pragmatic policies that can actually be used by police departments. Nonetheless, it is clear that such technology has been gaining impressive new capabilities thanks to computer vision, machine learning, and data sharing among different law enforcement agencies. Drones will continue to get more sophisticated.

When eventually merged with AI and selected robotic systems, drones can augment police, enhancing and maximizing crime fighting and prevention activities of all kinds. Estimates of police drone inventories in the United States are hard to validate but most observers agree at least 1,100 departments may currently utilize them. Given rapid advances in AI, it is likely that more of these systems will soon have greater autonomous capabilities and be used to provide faster analysis in crisis situations. Drone autonomy is yet another issue ranging from no autonomy (Level 0) to full autonomy at Level 5. Level 5 drones allegedly can provide real-time 3D mapping, object recognition, and traffic flow prediction, operating with no direct controller input. However, because of technical, political, and legislative hurdles, this drone level is not yet available or deployable.

The key question for police chiefs and law enforcement leadership today is "If only criminals, terrorists, and rioters or unlawful protest groups destroying life and property routinely use drones—and police are stripped of their own drone usage—where does that leave police?" The answer is neither welcome nor pretty.

IACP RESOURCES

- Nuts and Bolts: How to Launch Your Drone Program

learn.theIACP.org

- Product Feature: Eyes in the Skies
- Tech Talk: Soaring to Success

policechiefmagazine.org

COMMUNITY SAFETY *STARTS WITH* OFFICER SAFETY

NEW ZEALAND POLICE'S NEW TACTICAL RESPONSE MODEL

BY
Andrew Coster, Commissioner,
New Zealand Police

Left: Tactical dog teams pair a dog handler with a colleague trained to AOS level.

Above: Early work on the site of the scenario village at the Royal New Zealand Police College.

Right: The murder of Constable Matthew Hunt sparked a fundamental review of frontline safety.

IN MARCH 2023, THE NEW ZEALAND POLICE ANNOUNCED THE NATIONAL ROLLOUT OF ITS NEW TACTICAL RESPONSE MODEL (TRM)—A POLICING METHOD THAT AIMS TO MAXIMIZE THE SAFETY OF STAFF ON THE FRONT LINE OF POLICING. Importantly, the new model preserves the organization's status as a generally unarmed police service.

The TRM is a safety system that brings together training, equipment, deployment, intelligence, and processes in a new way. It has been informed by input from frontline staff and detailed consultation with the community.

This new model was born from the tragedy of the murder of a young police officer on duty. This type of incident is rare in New Zealand, but one death was enough to spark a significant root-and-branch review of the organization's response capability.

Top: Police recruits undergo cognitive conditioning, which tests decision-making under extreme physical and mental pressure. Bottom: Enhanced tactical training for a high-risk arrest.

SAFETY AND TRUST IN NEW ZEALAND

For the New Zealand Police, keeping the community safe starts with keeping staff safe.

Since 1886, when the New Zealand Police became a civilian organization separate from its colonial military roots, 33 officers have died in the execution of their duty due to the criminal activity of others.

The names of these slain officers are recorded on the Memorial Wall at the Royal New Zealand Police College (RNZPC) in Porirua, north of the capital Wellington. The most recent name is that of Constable Matthew Hunt, a young officer who was shot dead in West Auckland in June 2020 during what should have been a routine traffic stop.

Matthew Hunt's death came at a time of intense discussion about what policing should look like, with the Black Lives Matter movement energized in the United States and well represented in New Zealand. The COVID-19 pandemic added to pressures on police everywhere.

The shock of the tragedy was palpable, both within the organization and in New Zealand at large. Though New Zealand has its share of violent crime, and assaults on police personnel have risen in recent years, Matthew Hunt's death was the first such fatality on duty since 2009.

To a large extent, this rarity can be ascribed to the relationship that exists between police and the general public. As a result, it was essential that whatever changes were made to increase officer safety preserved a New Zealand style of policing that seeks to promote trust and confidence in the community.

New Zealand Police is a single organization, with 12 geographical districts and a national headquarters in Wellington. While districts can police in a way that reflects local traditions, needs, and aspirations, there is an organization-wide unity of approach and purpose.

The emphasis is on preventing offending, which leads the police into real and profound partnerships with indigenous Māori and other ethnic and community groups. Recruitment has been actively targeted toward members of these communities, deepening the sense of connection.

All staff are encouraged to bring their humanity to work and carry out their duties with respect and understanding. This reflects the Peelian principle "that the police are the public and that the public are the police."

New Zealand holds dear the ideal that its police should look and feel like part of the community. When a police car is parked outside a school, the children should always feel safe to run up to it. Such trust and confidence are what enable policing by consent.

BALANCING SAFETY ACROSS ALL FRONTS

Creating the TRM meant threading a challenging needle, bringing together the threads of public demand for policing services, the safety of police staff, and the safety of the community as a whole. The indications from trials of the model are that the TRM does just that.

Crucially, police staff in New Zealand are generally unarmed, though M4 Bushmaster rifles and Glock handguns are carried in frontline police vehicles and are available for staff should they assess a situation as particularly dangerous for themselves or the public.

The question of routine arming was a major consideration for the Frontline Safety Improvement Project (FSIP) team set up to initiate a review and develop a new response model shortly after Matthew Hunt's murder.

In response to the FSIP's findings, both large and small changes were implemented, including, for example, personal-issue tourniquets for frontline staff; a new

alert to be sent to police-issued iPhones to warn officers of a high-risk event in their district; and a National Support Command Team to provide "fly-in" support for local commanders when needed.

The team's work was powered by feedback from staff. A dedicated email address was made available and around 85 workshops gave more than 1,250 staff members an opportunity to air their experiences and ideas to improve staff safety. Staff surveys generated thousands of responses.

Calls for general arming were loud and clear. When police officers hear of a colleague being shot, they imagine themselves on the wrong end of a firearm; thus, the natural response is to want to be armed. However, it's not a given that carrying a gun would increase officer safety.

New Zealand has a high rate of gun ownership per capita—6.5 times the rate of ownership in the UK, and 2.5 times that of Australia—and more than its share of unlawful gun ownership. But, mostly, New Zealand Police officers go about their job, unarmed, in relative safely. Would arming officers reinforce or undermine that safety?

The preference of the organization was that, under the new model, staff would remain generally unarmed, but the FSIP team reviewed firearms incidents to see if a safety case for general arming could be made.

They looked at the 25 recorded incidents of firearms being presented to police but not fired between March 1, 2019, and July 29, 2021. In 11 of the incidents, the police were unarmed—and in 6 of those incidents the subject's firearm wasn't loaded.

It is not known what the officers in those 11 incidents would have done had they been armed, but the evidence points to the potential that more people would have been shot, without any increase in officer safety but with the added risk of long-term trauma that may affect officers involved in shootings.

In the cases reviewed, the officers followed the usual practice of making a tactical withdrawal—the offender will usually be arrested later, under controlled circumstances, safely—or other tactics were used to resolve the situation. The presence of a police firearm would have brought the risk of escalation.

It was clear to the FSIP team that in a dynamic policing environment, careful thought had to be given to the *way* police do their job, not just the tools at their disposal.

The team drew on a review of a 2019 pilot of Armed Response Teams (ARTs), which saw Armed Offenders Squad (AOS) members on patrol—armed—in marked police vehicles with a unique ART livery.

This was a major change for a generally unarmed police service, and a change in the way the AOS works. AOS members are highly trained to deal with armed offenders, but they work on an on-call basis—they have other day-to-day police roles and are deployed in response to individual situations.

The ARTs were popular with many police staff who drew comfort from the fact that a mobile AOS might be nearby.

The ARTs were, however, extremely unpopular with the communities where they tended to deploy—areas with high crime rates but also with a strong Māori or other ethnic profile. The communities felt targeted and not adequately consulted about the development.

What was apparent was the strength of feeling about the way policing is done, the importance of taking people on a journey of understanding, and the need to work together to find an acceptable way forward.

ARTs did not proceed beyond the trial stage. FSIP would need wide-ranging and genuine consultation if communities were to buy into the changes, an important lesson learned for future endeavours such as TRM.

TRM PROCESS

Public feedback was sought during a four-week engagement period before a trial version of the new response model developed out of FSIP was launched in districts at the end of 2021. The aim of this engagement period was to ensure people understood that the intention was to keep them and their communities safe—and to ensure the organization understood the views of the community and the potential impact of any changes.

Police clearly communicated the proposed changes, and community feedback was analyzed and factored

Coaches enjoyed sharing their tactical experience with their colleagues, and course participants relished the opportunity to learn from specialists.

Firearms seized from an alleged drug gang. One aim of the TRM is to deploy proactively when risk is identified and minimize that risk to staff.

into the trial. Proactive engagement continued through the trial period and in the evaluation of the model after the trials. In total, the police engaged with around 500 external groups, using its community reference groups; Māori, Pacific, and ethnic focus forums; and its network of liaison officers. Feedback was supportive.

Training

Training was identified early on as a key workstream for FSIP and became a cornerstone of the TRM.

A Frontline Safety Enhancement Course (FSEC) was developed at the RNZPC, with coaches including operational members of the most highly trained tactical groups—the AOS and the full-time Special Tactics Group (STG).

The course included scenarios based on high-risk activities such as armed vehicle stops and room clearances, but also training for the "top two inches"—decision-making under extreme physical and mental pressure, using cognitive conditioning techniques.

FSEC was attended by around 2,000 staff from the front line, despite COVID-related disruption. It was a huge hit with attendees, and many reported back on real-world incidents where the training helped them. Others spoke of increased feelings of safety and confidence at work.

For example, after facing an armed man during a traffic stop in Wellington, Constable Vivek Pillai expressed the impact of FSEC, "This was exactly what we trained for. It was up there in terms of risk, but no one was injured, and we managed to get him in custody."

The course was also popular with the coaches, who enjoyed the opportunity to pass on the benefit of their specialist experience to their colleagues.

A version of the course was developed to be taken into the districts—Frontline Safety Enhancement in Districts (FSED). It was up and running across New Zealand by August 2022, providing an additional four days of scenario-based training for staff and more than doubling the tactical training they received each year.

The police made an early commitment to roll out this enhanced training even if a decision had been made not to adopt the rest of the TRM. The training's importance was highlighted in March when a gunman drove to an Auckland police station after firing at police and others. He was fatally shot in the car park after refusing appeals to put down the firearm he was still brandishing. The staff who confronted him cited the enhanced tactical training as a factor in their response.

There has also been development of infrastructure to support enhanced training. For example, a former car parking area at the RNZPC is being developed into a scenario village—a facsimile of an urban environment, with roads, commercial buildings, dwellings, and more—for maximum training realism.

Tactical Capability

A second thread of the TRM is tactical capability, which includes making specialist capability more accessible for frontline staff through the introduction of two new teams.

Offender Prevention Teams (OPTs), previously called Tactical Prevention Teams, support investigative work to apprehend priority offenders and execute search warrants when the subjects are known to be high risk.

Investigative staff and a tactical component of a minimum of four AOS members comprise the OPTs, and their focus is to deal with high-risk offenders before they become a critical threat to communities and police staff.

In addition to the teams' planned activities, OPTs can be redeployed to emergency events. The priorities are always de-escalation and staff safety.

The second new team is the Tactical Dog Team (TDT). A TDT pairs a dog handler with a tactical operator trained to AOS level. They are deployed together on shift and can provide additional specialist support for other frontline staff at critical events.

The creation of TDTs recognizes the truth that dog handlers have one of the highest-risk jobs, often working

alone and with an increased likelihood of being in the vicinity of an offender with a firearm.

To support staff on the front line, the TRM has also seen a boost in intelligence capability, enabling a more risk-based deployment framework.

Specialist Tactical Intelligence (TacInt) analysts were introduced in districts during 2021 to provide insight and foresight about people and places where the frontline staff are at heightened risk and where tactical decisions must be made.

This is crucial in the context of the OPT mission to apprehend high-risk offenders before they present a heightened danger, rather than responding when the threat becomes manifest.

With the insights provided by TacInt, District Command Centres (DCCs)—the nerve center of each police district—can provide increased support to frontline deployment while ensuring staff safety is prioritized. This includes normalizing the double-crewing of police vehicles at night.

DCCs monitor and manage staffing levels and safety compliance 24/7. Under the TRM, they oversee redeployment of tactical teams to emergency events and support rural deployment.

Outcomes

The TRM was trialed in four districts in New Zealand's North Island in 2021, putting the proposed changes to the test in a variety of real policing environments. It was an opportunity to see whether what was proposed in theory actually worked in reality. Though some changes were made as a result of the trials, overall, TRM did succeed.

The Evidence-Based Policing Centre ran an evaluation of the TRM trial from January to June 2022, with a focus on whether the trial was implemented as intended and whether it had the impacts and outcomes anticipated.

None of the districts involved—Northland and Counties Manukau, Waikato, and Central—saw an offense of use of a firearm against police during the trial. Frontline staff reported feeling safer as they went about their duties.

The indications are that the TRM is enabling the New Zealand Police to deal proactively with people who present a risk, based on intelligence, thus reducing the frequency of frontline critical contact with the most dangerous people.

LOOKING FORWARD

The aim is to have the TRM embedded across all of New Zealand by the end of 2023. It will be future-proofed. Its impacts will be monitored, and adjustments will be made as necessary to ensure the right culture develops around this way of working. This is the first time New Zealand Police has put a quality assurance and improvement framework (QAIF) around a matter of tactical policy.

The TRM process has not been cheap to implement. The New Zealand government provided more than NZ$200 million over and above the policing budget to fund the development, trial, and rollout of the TRM. More than 200 new positions have been created to support the program.

TRM is still in its early days, and the impact of the new model on communities is hard to gauge. The formal evaluation found fewer complaints about police use of force and reductions in some types of firearms-related victimizations in trial districts, but it is always difficult to measure harm not inflicted.

Perhaps the greatest success so far is that there has been no noticeable difference in policing from the community's point of view. The aim was to create a model that preserved the look and feel of policing in New Zealand, and this seems to have been achieved.

As an organization, New Zealand Police has always had a focus on safety; changes had been made in the past to improve officer safety. But Matthew Hunt's murder created an impetus and desire for significant and lasting change that went all the way from the front line to the government, and the police moved quickly to get the work done.

The loss of a young constable was a terrible tragedy, but something good emerged from it—a safer police service.

Ultimately, the New Zealand Police has a responsibility to the families who lend their loved ones to the police and trust the organization to keep them safe. They can be reassured that staff safety is taken seriously, that one death is one too many, and that one death can trigger widespread reform.

The New Zealand Police is very pleased to have found a model that improves officer safety without damaging the relationship of trust with communities and allows staff to do what they joined the police to do.

IACP RESOURCES

- Special Weapons and Tactics (SWAT)

theIACP.org

- Situational Awareness in Law Enforcement
- The Changing Face of Firearms in New Zealand

policechiefmagazine.org

TRAFFIC SAFETY IN THE DIGITAL AGE

BY
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THE EUROPEAN ROADS POLICING NETWORK (ROADPOL E.V.), BASED IN MÜNSTER (NORTH RHINE-WESTPHALIA, GERMANY) IS A NETWORK OF EUROPEAN TRAFFIC POLICE FORCES. The nongovernmental organization coordinates actions across Europe to enforce regulations in the transport sector.

ROLE OF VEHICLE DATA IN CRASH INVESTIGATIONS

Most collisions in road traffic are (partly) caused by human error. To avoid driver misbehavior and the resulting crashes, injuries, and fatalities, there are traffic rules that are monitored by police and municipalities. Traffic monitoring measures are therefore an important contributor to road safety and to the achievement of Vision Zero's goal of eliminating all traffic fatalities.

When a crash occurs, the police are in demand: the recording of traffic incidents is a central field of activity in close cooperation with the road traffic authorities. In all European countries, the police are expected to secure evidence for criminal and civil proceedings in the event of a traffic crash. This is primarily in the interest of those involved in the traffic crash. In this case, there is usually a person who caused the event and a victim whose rights are safeguarded by the police documenting the crash. Civil proceedings for compensation for material, physical, and psychological damage after a traffic incident sometimes drag on for years. The less concretely and evidentiarily the police can determine the causes of a crash, the more difficult it is for victims to assert their claims later. Evidence-based investigations are therefore victim protection in practice. Findings from road incident recording and analysis are also the basis for successful crash prevention and form the basis for road crash statistics and research.

There are already networked vehicles on the road, and, in the future, there will be more and more automated vehicles. In the case of traffic accidents, the police in all countries must be able to access digital traces such as vehicle data. This need does not only exist in the future—it can already be seen that some crash scenarios can no longer be fully clarified without reading the vehicles' data memory. Potential situations that rely on vehicle data include those in which the drivers claim that malfunctions of driver assistance systems were the cause of the incident.

To properly investigate and determine the cause of such crashes, the police need reliable and regulated access to the digital data generated by the vehicles. The collection and evaluation of the data are prerequisites for the ruling as to who caused a traffic crash and, thus, is the basis for the consequences under criminal and civil law.

With the draft for a new Data Act presented on February 23, 2022, the European Commission is pushing hard to advance the digital transformation in the member states. In the future, the Data Act will determine who may use and have access to the data generated. However, the use of data in the automotive sector in particular still leaves some questions unanswered. The draft is currently going through the consultation process in the EU member states. If everything goes smoothly, the law could come into force in 2023.

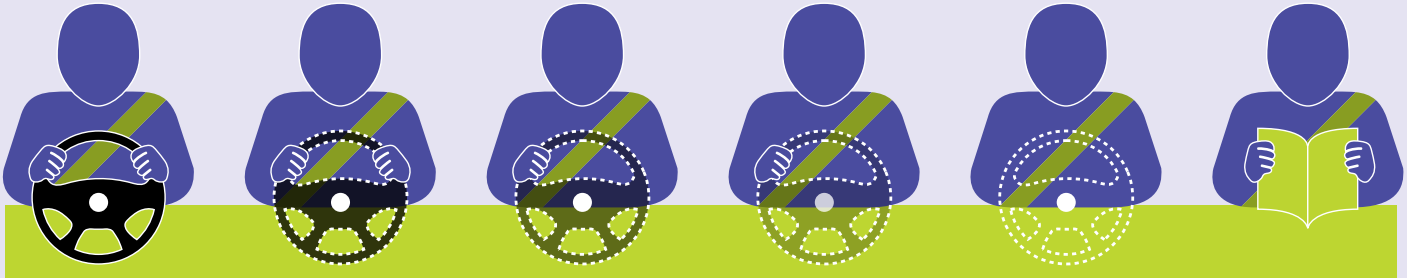
In the current version of the Data Act, access to data for criminal prosecution is still excluded. However, if the traffic violation that led to the accident is of criminal relevance, then the police are obliged to initiate prosecution measures due to the principle of legality. Against this background, access to vehicle data in traffic crash investigations must also be permissible for criminal prosecution, and the draft version of the Data Act must therefore be amended accordingly.

At present, the vehicle manufacturers have quasi-dominion knowledge. In investigations, they must be asked for benevolent cooperation, mostly on the basis of decisions by the public prosecutor's office or the court. There is no regulated procedure via a central, independent body that supports the investigating authorities. ROADPOL member states report that they sometimes have an uneasy feeling and concerns as to whether the data provided by the vehicle manufacturer is really the unaltered data generated by the vehicle. After all, malfunctions of the vehicle could be the cause of a crash, which the manufacturer—of course—would not want to disclose without necessity. This makes it clear that driving data should be stored directly with an independent body, as envisaged in the coalition agreement of the German government. Storing the data solely with the manufacturer also breaks the chain of evidence.

Data access can be crucial in investigations of very serious traffic incidents. The police may have a concrete suspicion and already know the identity of the driver of the vehicle involved in the crash. There is a very high and very concrete presumption of finding incident-relevant data. The time frame is also very

Levels of Vehicle Autonomy

So-called self-driving cars, more formally known as autonomous or semi-autonomous vehicles, are categorized into six levels based on their level of driving automation.



LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
No Automation (fully manual, human control)	**Driver Assistance** (presence of one automated system, e.g., cruise control)	**Partial Automation** (advanced driver assistance systems)	**Conditional Automation** (vehicle performs most driving tasks under specific conditions)	**High Automation** (vehicle performs all driving tasks under specific conditions)	**Full Automation** (vehicle performs all driving tasks under all conditions)

concrete—usually 5 seconds before and 350 milliseconds after the crash are sufficient for incident reconstruction—so there is no question of the government secretly and arbitrarily monitoring all roadway users without suspicion.

At present, there are no intentions or even demands in Europe to collect digital vehicle data for traffic monitoring measures independently of crashes. From the point of view of the network of European traffic police forces, it is basically the case that every traffic violation punished contributes to greater road safety. The best traffic regulations are of no use if they are not observed. Compliance with the rules is demonstrably increased when rules are monitored and violations are punished. The punishment of a traffic offense in the form of a fine or imprisonment has two basic objectives. First, it is directed at the offender as so-called special prevention and says: "You made a mistake or deliberately violated traffic regulations—don't do it again." Second, it is directed at all road users in the sense of general prevention: "Take care that this does not happen to you too." Both objectives are focused on avoiding traffic violations that demonstrably lead to serious crashes, not about the penalties. For reasons of the rule of law, clear, restrictive, and national data protection regulations in the EU states must be observed.

IMPACT OF AUTONOMOUS DRIVING TECHNOLOGY

Traffic violations with Level 3 vehicles (see sidebar) without access to the digital driving mode data can no longer be prosecuted with probative value if the driver makes a corresponding admission. Since May 2022, the current Mercedes S-Class and the Mercedes EQS can be optionally ordered with the world's first Level 3 application ready for series production, the DRIVE PILOT. The DRIVE PILOT can chauffeur the vehicles in a highly automated manner up to a speed of 60 kmh (37 mph) in traffic jams on motorways. Other manufacturers will follow. In addition, an extension of the possible driving speed to 130 kmh (80 mph) is expected in the near future. This means that the question will increasingly arise as to who was responsible for driving the vehicle at a particular time: man or machine?

Consider, for example, the following scenario:

A driver is observed by the police talking on the phone while driving in a highly automated manner. A stop on the spot is not successful. Instead, a postal hearing takes place. The person concerned is not obliged to actively transmit a data record, which means the prosecution is not able to prove the violation occurred. Standardized access to driving mode data memory for law enforcement authorities is not provided for in European or United Nations legislation. In the meantime, the first vehicles with Level 3 application are already available for purchase in Europe and beyond.

There is a need for action here: the police need a standardized procedure for requesting or collecting driving mode data in connection with the processing of administrative offense reports or traffic crash reports in a timely manner.

The driver of the vehicle in the preceding example, who actually made a phone call legally during the highly automated journey, may provide the data to exculpate themself out of self-interest and voluntarily send a corresponding data record. But what if the necessary steps become more frequent due to the increased market penetration of such systems? Will drivers be willing to visit workshops with their vehicles for data extraction or, if technically possible, read out and transmit data records on their own? How long will they want to use the new comfort assistance systems in view of these efforts? How long will it be before other drivers who made phone calls without using a Level 3 application claim that they made phone calls legally?

It will prognostically become a standard that a distinction must be made between journeys controlled by the system and journeys for which the human driver is responsible. Especially against the background of the *nemo tenetur* (self-incrimination) principle, the assistance of the vehicle driver concerned cannot and must not be demanded. The assistance of the manufacturer can be equally ineffective. For the first time in the history of the automobile, the manufacturer is responsible for the parts of the journey in highly automated driving and is thus also involved in the proceedings. To demand the manufacturer's involvement would therefore also not be expedient. First, the chain of evidence would be unclean if the evidence had to be provided by a party to the proceedings. Second, the legal entity of the manufacturing company also has a fundamental right to exercise the *nemo tenetur* principle.

If law enforcement around the world is to continue its mission of preserving community safety, including on roadways, the issue of access to vehicle data needs to be proactively and legislatively addressed. With the emergence of the first partially automated vehicles, the urgency of the matter has only intensified.

IACP RESOURCES

- Rules of the Road, Car Commandeering in the Age of Autonomous Vehicles

IACPcybercenter.org

- Automated Vehicle Implications for Public Safety
- Implications of Self-Driving Vehicles

policechiefmagazine.org

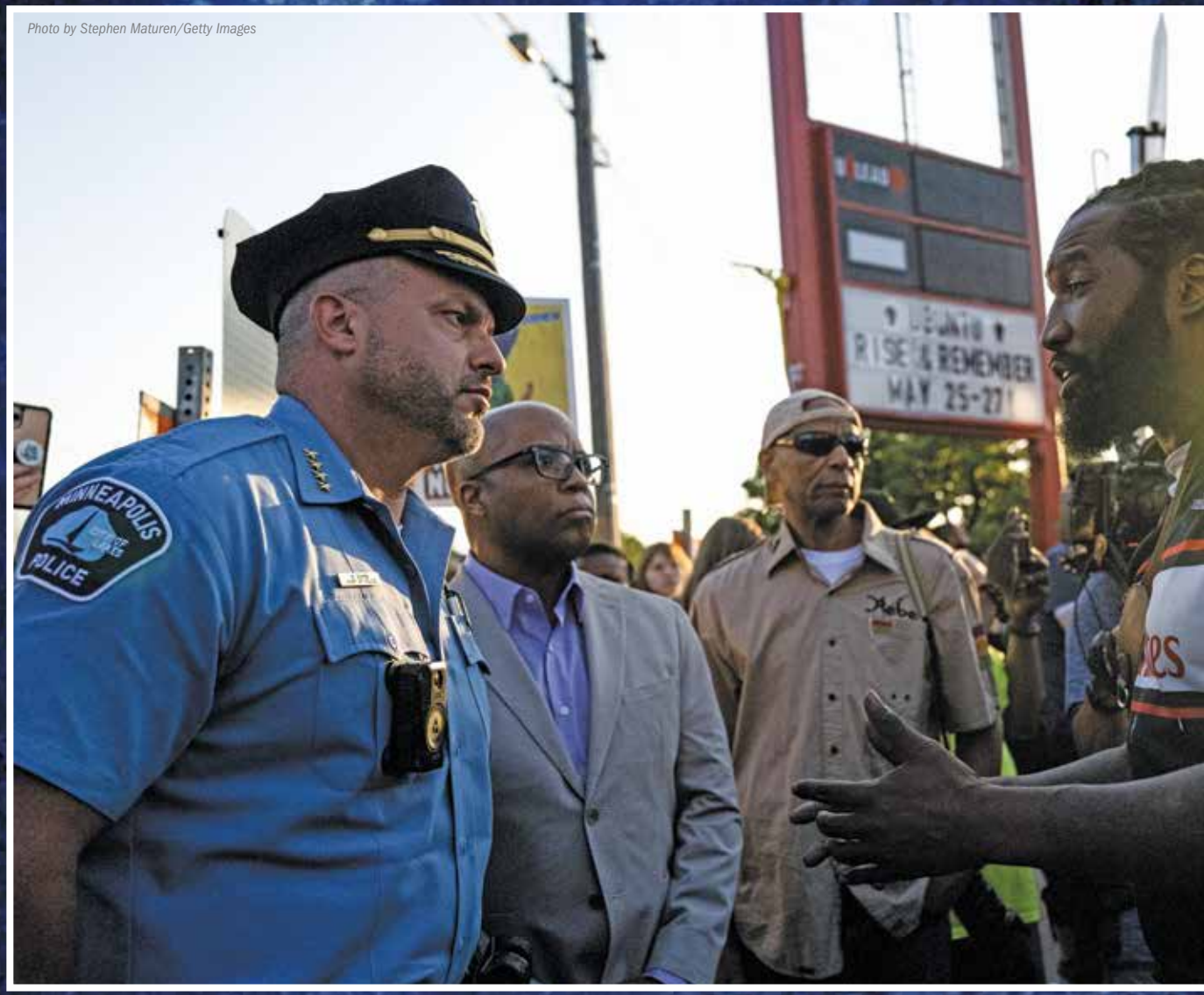


Photo by Stephen Maturen/Getty Images

TRANSFORMING POLICING CULTURE

BY
Jack Cauley, Police Chief, Castle Rock Police Department, Colorado; Chris Hsiung, Undersheriff, San Mateo County Sheriff's Office, California; Doreen Jokerst, Police Chief, University of Colorado Boulder; and Simon Sinek, New York Times Bestselling Author, Founder of The Curve

THREE OFFICERS WATCHED AS THEIR TRAINING OFFICER THAT DAY EFFECTED AN ARREST. They watched as the senior officer on the scene, for nine and half minutes, applied 92 lbs. of weight onto the neck of a handcuffed suspect. And, as bystanders' cameras rolled, the world watched the murder of George Floyd.

In almost all cases of excessive use of force, most people only get to see pictures of the final result—a brutalized suspect or a dead body. This often leaves people to grapple with games of he-said/she-said as the public, courts, and police try to piece together what actually happened. The case of George Floyd is significant because, for the first time, a whole scene played out before people's eyes. There was little to no room for disagreement or debate.

There is a difference between defending the profession and defending every officer accused of committing a heinous crime. And, in too many cases, many chiefs, sheriffs, and politicians get the two confused. After George Floyd's death, the usual rush of policing agencies to defend their own "until the investigation is completed" fell silent. Amid the silence, the black community felt both angry and vindicated.

Photo by AlessandraRC/Getty Images

Policing agencies with excessive force incidents have had to take a hard look at themselves—was it the officer or was it the agency culture? After George Floyd, however, the entire profession has to take a hard look at itself and ask the same hard questions. Is it really only a few bad apples or is there something wrong with the culture of policing in the United States?

Since George Floyd, the profession of policing has struggled. The constant bashings across digital platforms have taken their toll. Highly regarded officers have handed in their badges, with many reporting their kids getting bullied at school because their mom or dad is a cop. Recruiting numbers have plummeted as a large percentage of an entire generation struggles with the idea of joining the profession. And the United States as a whole still grapples with the question, what can be done to stop this from happening again? Or more to the point, what is the reason police exist?

Asking why the police exist is not the same as calling to disband the police. It is a legitimate question of purpose. What is the purpose of the police? "To enforce the law," many will say. "To prevent crime," others will offer. A few may recite whatever slogan is stamped on the door of their patrol vehicle— "to protect and serve" or some variation. Words that sound right but are not used to guide training, recognition, rewards, or tactics.

These vague answers reveal a huge gaping hole—an entire profession without a clear and unified sense of identity or higher purpose beyond what they do. Peeling the onion further reveals a profession that lacks the availability or, in too many cases, even the desire to include any substantive modern leadership training. Whereas institutions like corporations and the U.S. military constantly update and adapt their leadership training to meet the times, the kind of leadership theories still embraced in policing are now about 20–30 years out of date.

THE REAL PROBLEM

The profession of policing is at a crossroads. Critical incidents and controversial actions by officers fill the news cycle on a regular basis. Media and social media narratives about policing dominate the airwaves and real estate on smartphone screens while Hollywood scripts glorify excessive force and ego and make a mockery of the justice system. Cultural narratives focus on "the police" when, in reality, there are more than 18,000 agencies across the United States, each with distinct approaches to policing in the communities they serve, all judged against a perceived nationwide monolithic police force.

It's been said, "You can have a culture by design or by default." Too many police agencies currently have a culture by default. Like a company or even a family, a culture is a living, breathing part of the organization, and it is up to the leaders of any organization to define the culture based on values and do the constant work of maintaining that culture. This includes hiring; firing; training; recognition; rewarding; and, yes, coaching officers in how to lead as they make their way up the ranks.

But, first, the profession and its leaders need to sit down and understand where policing comes from and where the profession needs to go.

THE HISTORY OF U.S. POLICING

U.S. citizens know their history—at least the basics. Most know the Declaration of Independence was signed on July 4, 1776, and declared the United States' independence from Great Britain. Most know the names of some of the country's founding fathers, including the first U.S. president, George Washington. It is a connection to history that helps people of any nation have a sense of identity, but this connection also conveys a responsibility to build a future that honors that history and those who made sacrifices to achieve that history. The U.S. Marine Corps does the same. It makes sure Marines know their history for the same reason—it makes a stronger Corps. How many officers and deputies know the history of their own profession?

The history of the policing profession in the United States is complex and messy. Starting before the American Revolution, law enforcement was mostly a loosely organized night watch. It wasn't very effective, and many on the night watch were often drunk or asleep while on the job. After the American Revolution, the profession continued to evolve. In slave-owning states, where slavery was central to the financial economy of the state, the profession became more organized with a primary focus on catching

DELINQUENTS IN CUSTODY OF NEW YORK POLICEMEN.

escaped slaves. These "police departments" operated with impunity to serve as a deterrent for any other slaves who would dare try to escape. In non-slave owning states, history followed a different path—evening watchmen in cities were looking for law violators and were heavily influenced by England.

In the early stages of development in both England and colonial America, citizens were responsible for law enforcement in their communities. In England, the responsibility of enforcing laws shifted from individual citizen volunteers to groups of men living within the community. A similar structure also existed in northern colonial America in which constables, sheriffs, and citizen-based watch groups were responsible for policing within the colonies.

In 1829, Sir Robert Peel introduced a Bill for Improving the Police in and Near the Metropolis (Metropolitan Police Act) to Parliament with the goal of creating a police force to manage the social conflict and civil unrest resulting from the rapid and quick urbanization and industrialization taking place within London. Peel's intentional efforts resulted in the creation of the London Metropolitan Police. Sir Robert Peel played an integral role in the creation and development of London's police department, as well as several basic principles that would later guide the formation of police departments in the United States.

Starting in Boston, Massachusetts, in 1838, the volunteer night watch was done away with and replaced with a professional group of police officers whose culture was built by design based on the theories of Sir Robert Peel.

Then, in 1861, the U.S. Civil War broke out and the evolution of policing in the United States ostensibly came to a halt. After the Civil War ended on April 9, 1865, it would be expected that, with slavery abolished, the Peelian principles of policing would spread across the entire United States. However, not even a week after the Civil War had ended, Abraham Lincoln, a Republican, was assassinated, and Vice President Andrew Johnson, a Democrat, stepped into the office of president. Johnson was a Southern sympathizer and chose to look the other way as many of the harsh tactics of the former slave catchers became part of police culture in former slave-owning states. As time progressed, U.S. policing evolved in a somewhat haphazard way.

This history leads to where U.S. policing is today—a profession whose culture has largely been defined by default rather than by design. In time, this pieced-together Frankenstein model has left many agencies in a predicament, which has led to a profession unable to see the real, cultural challenges it has, let alone take accountability for what happens in agencies whose leaders ignore or neglect leadership training and effective culture building.

But this is not a story of woe. This is an amazing opportunity. It is today's chiefs and sheriffs who get to plant a stake in the ground and declare their vision for the profession and the values around which they want to build it.

PURPOSE OF POLICING

Knowing why someone does something—having a true sense of purpose that's bigger than the work one does—truly matters. It gives meaning to the work and one's life. It injects a sense of nobility into the work being done. And it impacts the way people think about and perform their duties. Articulating a sense of purpose is something a huge number of organizations across many industries in the United States are attempting and an even greater number of employees are demanding. It's time for the profession of policing to do the same.

Too many police officers and deputies say that they work in "law enforcement" and that their purpose is to protect and serve the populations for which they work (or words to that effect). However, "enforcing the law" is only one function of the profession and does not capture the true purpose of the profession. Words like "protect and serve," at best, offer vague guidance of how an officer should behave, but more commonly are ignored taglines that exist mainly to decorate the sides of patrol cars. The profession of policing needs a sense of purpose that inspires: *Police exist to protect the vulnerable from harm.*

This simple change in language matters. In addition to restoring nobility to the profession, a clear statement of purpose helps officers and deputies to see their work as bigger than just enforcing laws. For example, if an organization tells a new recruit officer who just graduated from the academy that the purpose of their job is "law enforcement," then they will go out looking to enforce the law. However, if that same policing organization tells a new officer that their job is to protect the vulnerable from harm, they will set out to be a protector, not an enforcer (which includes protecting people from those who would break the law).

MISSION OF POLICE

Those who are dedicated to protecting the vulnerable from harm must know how to do that. Beyond the hard skills they must learn to do their jobs, officers must understand there is also a moral code to guide them along the way:

Preserve life.

Preserve peace.

Preserve property.

There is a hierarchy to this code. Preserving life is the highest priority of the profession. A police officer may destroy property to protect the peace or may disrupt the peace to protect a life. Police officers may not, however, take a life to protect property.

Simply stating such a hierarchy will cause some to challenge it. The reality of policing is complicated, and decisions are made under pressure and in "gray" spaces. Having a moral ideal to constantly strive toward makes better officers, deputies, and troopers and serves to advance the profession. If a police agency teaches new officers that their ultimate priority is to protect life, it will change the way in which they see themselves and the public, and it will influence how they perform their jobs for the better.

POLICING CULTURE

For years, the private sector and military have placed a focus on organizational culture. In fact, some organizations have now created official roles that focus on organizational culture with titles like "chief of culture." There are many examples of healthy cultures in these industries in which organizations focus on purpose and value their people. Those organizations tend to have happier team members, lower turnover rates, and successful outcomes.

For example, WD-40 created a "tribal" culture in which each team member is considered a leader and a developer of people, whether themselves or others. Each person is also considered an important contributor to the business. The company firmly believes its people are what makes them successful. In the more than 20 years, WD-40 has built a learning culture on a foundation of values while also increasing its market capital from $300 million to approximately $2.5 billion.

At many technology-driven companies, such as Airbnb, software engineers are treated as valued team members from day one. That is because engineers are critical to the success of the company.

Contrast the above examples to the cultures that exist in many policing agencies throughout the United States. The top-down directive leadership style popularized in the 1980s and 1990s still exists in too many U.S. police departments.

This type of leadership in police organizations has not created the type of culture or workplace environment that is consistent with successful outcomes for building internal and external trust.

Police leaders who turn a blind eye, or worse yet, embrace practices such as hazing new police recruits or placing too much of a focus on traditional metrics such as the number of tickets and arrests are not building a culture that will advance the profession.

Leaders in the policing profession need to ensure new recruits are treated as valued members of the team from day one. Not only is it the right thing to do, but it also sends the message that people are just as critical to the success of communities as software engineers are to the success of technology companies.

ONE-BY-ONE POLICING

The policing profession needs to evolve. From the military to health care and corporations to entrepreneurial ventures, organizations across the United States are experimenting with and embracing new ideas about leadership and culture. Law enforcement, meanwhile, is probably 20 years behind. The profession of policing must adapt and advance to meet the challenges of a modern world.

One approach that has proven to be successful for police organizations is called One-By-One Policing. This model encompasses three main tenets:

- *Serve people as individuals*—Shift from the idea of serving a group of people or serving the community to a focus on serving individuals, one person at a time.
- *Create safe and secure environments*—Build a circle of safety in order to create a work environment that is both physically and psychologically safe for all team members.
- *Help people thrive*—When individuals feel seen, heard, and understood, the organizations and communities in which they belong are more likely to be seen, heard, and understood.

Photo courtesy of Cheektowaga Police Department, NY

Some benefits of One-By-One Policing include

- increased trust within the organization and the community,
- a culture that favors de-escalation,
- stronger resilience for individuals and the organization,
- higher quality policing overall, and
- strong hiring and retention results.

It is essential police leaders invest as much time and energy into culture as they do for training, equipment, and technology. Providing police personnel with top-notch training, the best equipment, and state-of-the-art technology means nothing without a healthy culture that pulls it all together. In fact, culture is so important, all police chiefs and sheriffs should also consider themselves the "chief of culture."

CONCLUSION

There are multiple leaders in policing, of all political viewpoints and from all parts of the United States, who are setting an example of what the profession could look like. Their agencies tend to be higher performing and enjoy lower crime rates, high morale, strong retention rates, better relationships with the community, and a lower propensity for scandal or charges of abuse. They are taking risks to do things differently than how things were done when the leaders were young in their careers. They are challenging the status quo and serving as examples of what modern policing can look like. The profession must find them and learn from them.

The murder of George Floyd and the incidents that have followed over the past few years must serve as a clarion call to all police personnel. It is no longer feasible to sit idly by and allow the profession to continue to meander down a path and blindly defend those who sully the uniform. This is an opportunity to stand together and declare what policing in the United States can look like now and for generations to come.

Evolving agencies from the inside-out is what's needed to change the profession. Leaders cannot make positive changes within their own community until those in their span of care feel appreciated and valued and are treated with dignity and respect. The profession of policing has no choice, and every police leader must work to ensure their agency has a culture by design. Failure to do so will only exaggerate and exacerbate all the pressures and challenges that exist now. If this occurs, policing has failed as a profession, and it cannot afford to fail. Success is owed to those the police are sworn to protect.

IACP RESOURCES

- Cultural Transformation in Policing

theIACP.org

- Lessons in Leadership
- Reinvigorate Your FTO Program for Officer Success

policechiefmagazine.org

POLICE CHIEF

2024 CALENDAR

Are you looking forward to reading about a certain issue in law enforcement or thinking about submitting an article to ***Police Chief***? Look below to see some of the topics we are covering in 2024!

JANUARY	Illicit Drugs/Substance Abuse
FEBRUARY	Contemporary Issues in Policing
MARCH	Women in Policing
APRIL	Artificial Intelligence
MAY	Officer Safety & Wellness
JUNE	Tactical Crisis Response
JULY	Contemporary Issues in Policing
AUGUST	Underserved Populations
SEPTEMBER	Political Violence
OCTOBER	Police Leadership & Culture
NOVEMBER	Nonsworn Resources
DECEMBER	Contemporary Issues in Policing

Do you have innovative solutions or experiences that you want to share with the policing community? Take a look at our manuscript guidelines on www.policechiefmagazine.org/article-guidelines. Articles can be submitted online at www.policechiefmagazine.org/submit-an-article.

The annual IACP 40 Under 40 award recognizes 40 law enforcement professionals under the age of 40 from around the world who demonstrate leadership, exemplify commitment to their profession, and have a positive impact on their communities and the field of policing.

The professionals chosen as the 2023 40 Under 40 awardees represent the rising leaders of policing, regardless of rank. They serve their agencies and communities with excellence, whether they are civilian staff, line officers, supervisors, or chiefs of police. This year's class represents sworn and civilian professionals serving in a wide spectrum of roles in their communities, ranging from explosives experts to wellness experts and from new officers to 20-year veterans. They serve communities around the globe, hailing from seven countries. Their home agencies range from small local police departments to large national police agencies.

These extraordinary individuals are motivated to lead their agencies into the future, and they encourage their colleagues to grow professionally and personally, striving daily to provide best-of-class services that lead to a safer, more inclusive, and more peaceful world. Regardless of role, rank, or agency, these professionals have dedicated their efforts to raising the bar for policing, and they serve as role models to those they work with, as well as the community members they serve.

The members of the 2023 40 Under 40 cadre each bring their own talents, personalities, and motivations to the policing profession, but they all share important characteristics—the spirit of collaboration, the drive to help others, innovation and creativity, leadership, and the desire to make a difference in their communities and profession.

Each winner was chosen for his or her demonstration of strong values, leadership capability, and commitment to the law enforcement field. They emit positivity, compassion, and energy, despite the challenging circumstances that all law enforcement personnel face. They provide training and mentorship for others, develop more effective methodologies for their agencies, and drive advancements in technology and policy. The awardees consistently show their dedication to their communities through community service, outreach, and education, going beyond their roles in the law enforcement field to make the world a better, safer place for their loved ones, the public, and future generations.

The IACP is proud to recognize the following law enforcement professionals through the 2023 40 Under 40 award.

Brionna Taylor-Garrett
Police Social Worker
Hodgenville Police Department, Kentucky
Age: 22

Kaitlyn Garcia
Sergeant
Delta Police Department, British Columbia
Age: 25

Social Worker **BRIONNA TAYLOR-GARRETT** began her career at the Hodgenville Police Department (HPD) as an intern and worked tirelessly to obtain funding for her position with the department as a police social worker. In her role, Ms. Taylor-Garrett responds to certain calls for service that would usually tie up a patrol officer or HPD's single school resource officer, bringing resources from around the community and region to help fix the issue. Her goal is to expand her services to make HPD the first agency in Kentucky to have an in-house police social worker who offers immediate counseling services. Ms. Taylor-Garrett used funding from a grant received from a local wellness coalition to connect HPD and all community partners with needed resources by developing an application called Larue County Hotline and Tips (LCHAT) that connects community members to the resources they may need.

> **"My motivation for this line of work stems from aspiring to be the leader, mentor, and person I needed as a child."**

As a young child, Ms. Taylor-Garrett was exposed to police officers in unfortunate circumstances due to generational arrests within her family. However, the kindness of some officers inspired her to find a way to have a positive impact on others. Working as a social worker embedded in a police department allows her to serve and assist her community in an innovative way.

Ms. Taylor-Garrett has only held her formal position for one year, but she has already garnered accolades and obtained fellowships and grants to continue funding her position and drive change at the agency and in her community.

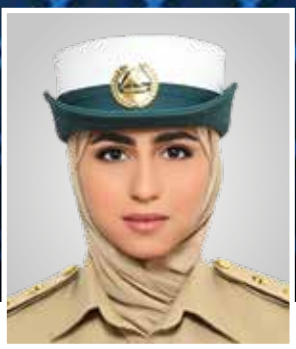
Sergeant **KAITLYN GARCIA** currently serves in the Major Crime Section for the Delta Police Department (DPD). Her previous experience with the DPD includes work as a patrol officer, where she became the primary field trainer for recruit constables on her shift; an undercover operator and drug expert; and a detective constable. Sgt. Garcia has received three deputy chief commendations for her command triangle roles in operations related to a large-scale drug project targeting a gang chapter. In 2022, Sgt. Garcia was provided the opportunity to become the acting sergeant for the Major Crime Section, where, within the first 60 days, she successfully navigated her first homicide investigation as both the sergeant and primary investigator.

> **"I have never lost sight of the importance of opening the door for those who will come behind me, and so I remain committed to doing the hard, sometimes uncomfortable, work."**

Sgt. Garcia is a trailblazer, advocate, and ally for diversity initiatives. Recently she cofounded the DPD's Proud Initiative, which provides an inclusive environment to support DPD's 2SLGBTQ+ members, while increasing positive police connections with the Delta 2SLGBTQ+ community.

A previous NCAA Division I athlete, Sgt. Garcia volunteers as a softball, baseball, and now soccer coach. Additionally, she is part of the British Columbia Women in Law Enforcement (BCWLE), where she serves as both a mentor and board executive for women in law enforcement. In 2022, she was approached to stand up DPD's first formalized mentorship program, which she and her colleague designed and successfully implemented.

Sgt. Garcia's commitment to excellence makes her an exemplary employee and she has single-handily advanced equity and inclusiveness in the DPD by "coming out" publicly in uniform and through her work to build connections.



Alreem Hussain
Explosives Expert Assistant
Dubai Police Headquarters, UAE
Age: 26

Yongwoo Seo
Inspector
Korean National Police Agency
Age: 29

ALREEM HUSSAIN, an explosives assistant expert, has spent her entire four-year law enforcement career at the Dubai Police's General Department of Protective Security and Emergency, specifically in the Explosives Security Department. She is the first female officer to attain this position within the UAE. She has actively participated in numerous operations and tasks, including identifying, diagnosing, and mitigating explosive-related problems. Her role extends to post-blast investigations, where she analyzes explosive effects, identifies IED components, and collects evidence. Additionally, she has played an integral role in security search missions to ensure the security of various events and provide a high level of assurance in the Dubai police command.

> **"I am motivated and enthused to broaden my knowledge and explore theories to deliver technical excellence with my organization and serve the community."**

Ms. Hussain has attended numerous incidents and managed operations related to a wide variety of explosive materials. Her contributions have been instrumental in implementing the Explosives Security Department's SOPs, and she has participated in several international security scenarios.

In addition, Ms. Hussain was nominated by senior leaders to lead the Women's Affairs Department, and she is a member of the Women's Police Council in Dubai Police, where she successfully empowered women in explosive fields and contributed to achieving the agency's gender equality objectives. She established the first all-women team specializing in security searches and explosives disposal.

Ms. Hussain holds an MSc degree in Explosive Ordnance Engineering. She has received acknowledgments and appreciation from the Swedish Police, the U.S. Navy, and U.S. Department of Justice for her efforts in the field of bomb disposal. She is a member of numerous teams and professional bodies, the most prominent of which are the Institute of Explosives Engineers and Collective Awareness to UXO.

Inspector **YONGWOO SEO** is assigned to the Multilateral Cooperation Section, Foreign Affairs Bureau of the Korean National Police Agency (KNPA). Insp. Seo has been responsible for global cooperation between international organizations like ASEANAPOL (Association of Southeast Asian Nations Chiefs of Police) and IACP with the KNPA. He has carried out the duties faithfully and successfully completed various collaborative projects between these organizations, such the designation of IACP's Asia-Pacific Regional Office in the KNPA. He also led the Police Summit Task Force team at the 2021 and 2023 International Police Summits (IPS) in Seoul. The 2021 IPS was attended by 136 high-ranking delegation members from 37 countries.

> **"The direction for changing our world begins with oneself, and then extends to the family, local community, and ultimately, the nation."**

To promote regional police cooperation, Insp. Seo's team planned the attendance of the KNPA director general for foreign at the 40th ASEANAPOL conference, held in Cambodia. As the dialogue partner of ASEANAPOL, Insp. Seo played a crucial role in this accomplishment. Following a conversation with the ASEANPOL Secretariat, he led the team to plan the Korea-ASEAN Crime Investigation Capacity Building Program to share KNPA's expertise in forensic science and cybercrime investigations.

As early as middle school, Insp. Seo aspired to a law enforcement career, intrigued by the role of the police In maintaining social order and protecting people from criminals. He finds himself motivated by the commitment, passion, and service of his colleagues.

Nicholas Dally
Lieutenant
Windsor Police Department, Connecticut
Age: 29

Megan Wade, PsyD
Reserve Deputy
Oakland County Sheriff's Office, Michigan
Age: 30

Lieutenant **NICHOLAS DALLY** was born in Jamaica and grew up listening to members of his community dream of moving to the United States. At the age of 12, he had the opportunity to make that move and pursue a life filled with opportunities. When a family member was killed and justice went unserved, Lt. Dally knew he wanted to help victims of crimes, which led him to a career in law enforcement.

Lt. Dally joined the Windsor Police Department in 2016 after serving eight years in the U.S. Marine Corp. As a patrol officer, Lt. Dally sought out opportunities to mentor community members and police officers, and as a sergeant, Lt. Dally mentored officers in his unit and encouraged them to achieve their goals. He simultaneously worked diligently to create innovative and engaging morale boosting programs for his unit, such as an "activity bingo" sheet.

> "I decided to become a police officer to help bring closure to victims of crimes and relatives seeking justice for their loved ones."

Lt. Dally currently oversees planning and research for his police department. He leads the department efforts in attaining law enforcement accreditation and serves as the coordinator of his department's peer support program, commander of the honor guard unit, commander of the North Central Municipal Emergency Services Team, the head of his department's recruitment committee, and the head of their social media team.

Lt. Dally's long-term goal is to continue to rise through the ranks, while maintaining his remarkability as a colleague, employee, and leader. He has received multiple certificates and awards for his performance, and is recognized by his peers, subordinates, and supervisors as an exceptional servant leader.

Mental health and wellness are increasingly important in our communities today, and Reserve Deputy Dr. **MEGAN WADE** has the advanced skills in mental health and experience in the critical police training needed to tackle these issues.

Dr. Wade has a doctoral degree in clinical psychology; after attending the Oakland County Reserve Police Academy, she was sworn in as a reserve deputy in 2021. She has attended several advanced training classes for crisis, stress, and mental health for both psychology in general and specific to law enforcement.

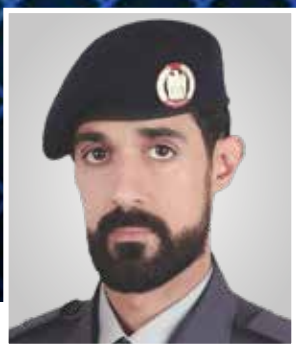
In her first years as a licensed police psychologist, Dr. Wade has responded to multiple crisis situations, including two mass shootings (at a high school and university), a murder-suicide incident, and a line-of-duty death, among others. In each of these situations, she has had to assist in making death notifications, coordinating family reunifications, and conducting stress/safety debriefs for responders and officials at crime scenes, as well as dispatchers.

> "If I want to help bring about change to a system, I need to be fully involved in it instead of talking from the safety of my office."

Dr. Wade also assists the hostage/crisis negotiations team and works road patrol and special events for the agency. In addition to her work with the sheriff's office, she has collaborated with other first responders and experts at the Detroit, Michigan, Police Department and the International Association of Firefighters.

Serving as a reserve deputy has given Dr. Wade another level of credibility in getting buy-in from her law enforcement clients and all those she interacts with. Taking a boots-on-the-ground approach has given her more field experience in just two years that some providers see in an entire career.

Abdalla Alkindi
Director, Information Security Branch (Captain)
Sharjah Police, UAE
Age: 31



Saad Ahmed Almarzooqi
Major
Abu Dhabi Police General Headquarters, UAE
Age: 31

Since the time he entered policing as a student officer in 2011, Director of the Information Security Branch (Captain) **ABDALLA ALKINDI** has excelled in all areas of performance, from getting top scores in academics and research to being assigned directly to specialty units after completing his academy training. Capt. Alkindi earned his Bachelor of Police Sciences degree in 2015, followed by a Master of Police Administration degree in 2021 while continuing to work in the field.

Capt. Alkindi is currently studying as a PhD student at the Academy of Police Sciences, where he earned recognition as the "youngest certified lecturer" for co-teaching an educational course on preparing future leaders.

> "Motivation in policing is more than an appreciation from the senior leadership, but rather the feeling that the police officer always prioritizes the interest of society."

Early in his career, Capt. Alkindi spent time working in criminal investigations, followed by an assignment to the Electronic Services and Communications Department, where he managed the Visual Early Warning project in which hundreds of facilities were linked to a network of cameras for crime prevention. His management efforts helped increase the community's reported feeling of safety to 98 percent.

As the first Sharjah police officer to lead the Sharjah Youth Council, Capt. Alkindi contributed to the implementation of more than 30 youth initiatives and activities, including the Entrepreneurship Hackathon that drew 300 participants. He has also pioneered initiatives for the Sharjah Police Youth Council, such as the 100 Programmers initiative, which aims to develop the efficiency of young officers from Sharjah Police In the field of software, data analysis, cybersecurity, and interface/smart app development.

Major **SAAD ALMARZOOQI** currently serves as the head of the International Anti-Money Laundering Cases Branch within the Criminal Investigation and Detection Directorate of the Abu Dhabi Police Force. He leads a team of eight officers and oversees facilitating the exchange of intelligence in collaboration with many international bodies, such as INTERPOL and EGMONT. He is the first Emirati police officer to become both a certified international expert in the field of anti-money laundering crimes, and an international assessor for the Financial Action Task Force (FATF) and the FATF for East Asia and North Africa. He exceeded his targets of the detection of unknown crimes and created a comprehensive database of important money laundering cases. This database contributed to the increase in convictions from a monthly average of 3 to 14. Maj. Almarzooqi has successfully uncovered 183 money laundering cases related to crimes such as drugs and financial embezzlement.

> "I strive to gain knowledge at the highest levels, particularly in areas related to anti-money laundering and white-collar crimes, through applied theory and investigative practice."

Maj. Almarzooqi always wanted a job dedicated to the service of his homeland. When he discovered his capabilities in the field of financial accounting, it became clear that he needed to combine both interests, specializing in a career in combating financial crimes and money laundering.

Maj. Almarzooqi is the recipient of numerous awards and special recognition including the appointment as the official spokesperson for the Ministry of Interior in the assessment of the FATF in France, Zambia, Morocco, and Mauritius and as a representative in the international EGMONT meetings. He is completing his doctorate in money laundering at UAE University.

Rhona Hunt
Superintendent
Metropolitan Police, UK
Age: 32

Caio Hermann
Trooper
Ohio State Highway Patrol
Age: 32

Superintendent **RHONA HUNT**'s first experience in policing was gained while attending University College London, where she volunteered as a special constable to fulfill her childhood dream of becoming a police officer. After graduating, she joined the Metropolitan Police as a full-time officer while also going on to earn a master's degree from the University of Cambridge.

Superintendent Hunt has demonstrated a significant impact in every role she has served, a trait that helped her rise through the ranks to become chief inspector at age 30 and attain the rank of superintendent a year later, becoming one of the youngest senior leaders in the Metropolitan Police.

> **"My vision is for a police service that serves the public with compassion, listens, learns, and has legitimacy among all communities."**

Community policing has been a focal point of Supt. Hunt's work, along with striving to build a more positive view of law enforcement. Her postgraduate research has influenced significant policy changes within her agency, including the implementation of groundbreaking community-led training for officers. Supt. Hunt's leadership has transformed multiple teams across departments and has steadied an otherwise turbulent relationship with communities. Her success is reflected in the numerous awards and commendations her work has garnered.

Supt. Hunt also serves as a board member on the Metropolitan Police Ethics Board and a hostage and crisis negotiator, while continuing to mentor others. Known as an inspiring and dynamic leader, she is an excellent ambassador for the Metropolitan Police and aspiring women in leadership.

Trooper **CAIO HERMANN** was drawn to law enforcement after his family immigrated to the United States from Brazil and police officers visited his school in Boston, Massachusetts. He began his law enforcement career with the Ohio State Highway Patrol after graduating from the training academy in 2019. In just four years, he has tremendously impacted many lives and provided the utmost professional service to the public. One example in particular is the time he was able to calmly communicate with a suicidal individual poised to jump from a bridge, managing to talk him down from the ledge after which Trooper Hermann connected him with a mental health provider.

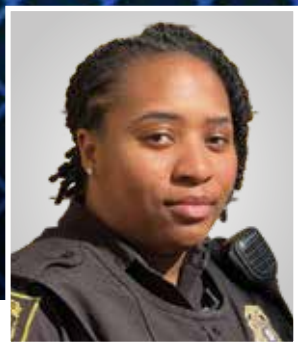
> **"I wanted to live my life in a way that allowed me to participate in what makes this country great and serve the people."**

He recently completed training to become a Drug Recognition Expert, and after receiving a report of a reckless driver, Trooper Herman initiated a stop and placed the driver through a sobriety test. As the stop went on, Trooper Hermann recognized something more was wrong and contacted EMS. EMS cleared the driver; however, he continued to worsen, and Trooper Hermann chose to transport him to the hospital, ultimately leading to the detection of a blain breed that would likely have been fatal.

He has also served as a recruitment officer and field training officer. Trooper Hermann provides public service both on and off duty. He attends many educational details with youth, providing guidance, education, and direction to make good life choices.

Trooper Hermann has earned multiple awards and recognitions for his performance including State Trooper of the Year in 2021.

Bhavna Gupta
Superintendent of Police – Surguja District
Chhattisgarh, India
Age: 32



Tiffiny D. Anderson
Sergeant
DeKalb County Police Department, Georgia
Age: 32

Superintendent **BHAVNA GUPTA** grew up in rural Punjab, India, and as the only child of two doctors, she was always inclined to seek a career in public service. Her own experiences growing up and a strong sense of discipline naturally led her to a career in law enforcement.

From the time she entered the National Police Academy (NPA), Supt. Gupta has consistently been a top performer in all she does. She was recognized as the best all-around trainee in her NPA class in 2014, and the best all-around Sports Person in Foundation Course out of 300 India service officers.

> **"The only way to find happiness is to give happiness by helping others. Law enforcement allows me to positively touch millions of lives."**

Supt. Gupta's policing career has encompassed multiple very challenging assignments, including cases involving crime, mass violence, extremism, and murder in one of the most densely populated areas of India. She progressed to supervising the Detective Department where she established a new Cyber Police Unit. Supt. Gupta has also initiated a statewide, award-winning program to protect the elderly, training for young tribal women in martial arts, and a program where undercover women officers would protect young girls from teasing and crime, which is particularly important is very male-dominated culture.

In her current role as superintendent, she maintains a compassionate yet strict approach to policing using a S.M.A.R.T. (Strict, Mobile, Alert, Responsive, and Tech-friendly) approach. From modernizing complaint management and establishing a new centralized control room to developing a program to combat drug problems and mentoring young officers, Supt. Gupta is a committed and authentic leader.

Sergeant **TIFFINY ANDERSON** joined the DeKalb County Police Department in July 2014 after graduating from college. She is a certified crisis intervention officer and also served as a field training officer prior to her promotion to sergeant in September 2021.

Throughout her eight-year career in law enforcement, Sgt. Anderson is often seen speaking with and working with members of the community to build a better relationship with the people she serves. She makes it a point to be involved in activities both on and off duty to achieve this goal. This is an important objective for her, as she grew up in a high-crime neighborhood where positive interaction between the police and public did not exist, and her background drives her to be a voice for victims of violence.

> **"I feel fulfilled knowing that every interaction I have with someone has the ability to change the course of society for the better."**

Her interpersonal skills have also helped Sgt. Anderson perform her duties with a high level of confidence, especially in critical situations. She has been specifically recognized for her ability to resolve different types of crisis situations, often without using force. One example involved talking with an armed suicidal subject at length until the individual surrendered a weapon and agreed to seek mental health assistance. Another situation centered around her pursuit of a homicide suspect and drawing the person's attention, putting herself at greater risk in order to allow a subordinate to get close enough to detain the subject.

Sgt. Anderson possesses an inherent ability to lead from the front while also encouraging those she works with to strive for improvement. She displays this in her daily roll call briefs and her coaching of her officers through positive, interactive communication.

Kristopher Thoreson
Lieutenant
Green Bay Police Department, Wisconsin
Age: 33

Brandon Love
Sergeant
Houston Police Department, Texas
Age: 34

After earning a bachelor's degree and attending a police academy, Lieutenant **KRISTOPHER THORESON** joined the Green Bay Police Department in 2013, following in his father's footsteps as a police officer.

In his 10 years with the department, Lt. Thoreson has continually worked to improve upon his knowledge. He self-trained himself on important systems at the department and helped reduce calls by assisting in managing the retail theft/AXON portal program. His broad skills, along with his remarkable memory, have made him a resource for many coworkers.

> "I like working with others to help resolve problems and bring a sense of relief or peacefulness to their life."

Lt. Thoreson currently serves as a field training supervisor and is a member of the Professional Standards Division where he assists in recruitment. Additionally, he assists in internal affairs investigations. Previously, he was a crisis negotiator, and a crisis team intervention coordinator. His efforts in crisis intervention have also led him to serve as a co-coordinator and train more than 30 officers from various regional departments and get the program recognized and certified with CIT International, obtaining access for more advanced training for officers. He's viewed as a mentor and leader and serves as an example of ethical policing, leadership, and commitment for his peers across the agency.

Lt. Thoreson has completed multiple local, state, and federal training courses for investigative and instructor certification. In addition, he is part of the county's OWI Treatment Court. He is a prior Green Bay Police Department Officer of the Year (2016) awardee, and, despite working the night shift for almost a decade, he consistently participated in community groups, specialty police teams, and volunteer events.

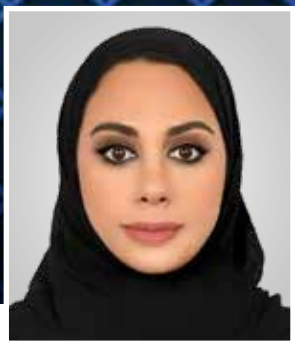
Sergeant **BRANDON LOVE** is a man who embodies the principles of hard work and resilience, refusing to succumb to the challenges that life presents. Growing up in a socioeconomically disadvantaged neighborhood where challenges relating to violence and substance abuse were prevalent significantly influenced his perspective on law enforcement and fueled his determination to enact positive transformation. Witnessing both constructive and adverse instances involving police officers, he was motivated to embark on a career in law enforcement, driven by a desire to bring about meaningful change.

> "I now radiate as a beacon of light, ensuring public safety across diverse communities. I am grateful for the privilege to enact positive change."

Following a degree in political science from Dillard University, his passion for law enforcement never dimmed. His exceptional academic performance earned him a coveted fellowship at the Institute of International Public Policy, where he was selected as one of only 15 students from across the United States. Moreover, during a transformative study abroad program in Geneva, Switzerland, Sgt. Love delved into the realms of multilateral diplomacy and international justice with the School for International Training.

Sgt. Love ardently endeavors to bridge the community-police divide. As president of the Afro-American Police Officers' League within the Houston Police Department, Sgt. Love proudly champions the voice of more than 900 departmental personnel from all backgrounds and is committed to creating a positive and inclusive environment within the department.

Kyle Baker
Sergeant
Pittsburg Police Department, California
Age: 34



Shaikha Al-Ali
Head of Artificial Intelligence and Advanced Technology Unit
Ajman Police General Headquarters, UAE
Age: 34

Sergeant **KYLE BAKER** currently leads the Pittsburg Police Department's recruiting, hiring, training, and retention program. This role is the perfect fit for Sgt. Baker, as he finds motivation in training, mentoring, and coaching; in fact, he created the first ever Pittsburg Polic Department Recruiting and Retention Team, which is an idea think tank and production driver consisting of 12 sworn and professional civilian staff members.

During his 13-year career, Sgt. Baker has served as a patrol officer, detective, patrol sergeant and detective sergeant of the Special Investigations Unit, training instructor, and tactical team leader. He was a member of the Contra Costa County Human Trafficking Task Force and was instrumental in a crime reduction campaign during the summer of 2022 that reduced violent crime by over 50 percent and removed more than 250 firearms from circulation in the city. Sgt. Baker also has a passion for combating human trafficking and travels the state of California teaching police officers, victim advocates, and district attorneys about human trafficking investigations.

> "I have had my share of accomplishments, but I have learned the most from my failures, and have used those to motivate me to grow and adapt."

Sgt. Baker was drawn to a career in law enforcement because of his role model, his father. He grew up in and around police stations and was drawn to the profession because of the connection that it gave him to the community. He is continuing that drive for connection through consistently attending community events, hosting social media Q&As, and working alongside the school resource officers he also supervises. Sgt. Baker is the recipient of several awards and recognitions from his city and department.

Following the same path as most of her family, Unit Head **SHAIKHA AL-ALI** chose to work in the field of law enforcement for several reasons, most notably, the desire to serve and protect others while upholding the law and pursuing justice.

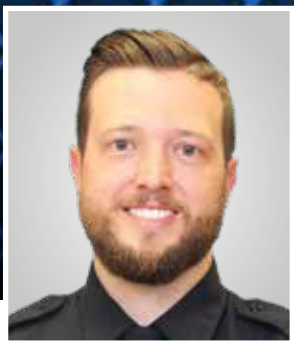
Initially working as an IT programmer for the Ajman Police on various projects, Ms. Al-Ali earned an MBA in 2014, along with several professional course certifications. She continues to improve her knowledge and skills, earning a master's degree in the science of artificial intelligence in 2022 and attending dozens of training courses, workshops, and conferences; she is currently completing her PhD in the UK.

> "Work in the field of law enforcement is a humanitarian act to serve others, achieve justice, and serve the general community."

Ms. Al-Ali's work at the Ajman Police has been equally impressive with key contributions to many initiatives. She collaborated with the Electronic Service Team to program systems for artificial intelligence and facial recognition and the development of the Smart Automated Traffic Control System for road safety and violations. She was the first female employee to be certified as an innovation consultant and has worked on many strategic objectives for the Ministry of Justice to improve criminal case follow-up and reduce the time required for security approvals for arrest and search warrants from six hours to fifteen minutes.

Ms. Al-Ali has received national and international recognition for her efforts on several different projects and has personally been recognized at Ajman Police with multiple commendations, two promotions and a special honor from the commander-in-chief, earning her the current role as the head of Artificial Intelligence and Advanced Technology.

Bryson K. Lystrup
Investigations Corporal/ Detective
Lehi City Police Department, Utah
Age: 35



Tanner Muckenthaler
Sergeant
Brandson Police Department, Missouri
Age: 35

Corporal **BRYSON K. LYSTRUP** is a detective in the Special Victims Unit Division of the Lehi City Police Department (LCPD). He was hired as a lateral officer who previously served as an investigations sergeant with the Utah County's Attorney's Office. He is devoted to protecting the vulnerable, in one case spending months conducting interviews and collecting evidence on a college man who was soliciting nude content from juvenile females and threatening them. Due to Cpl. Lypstrup's dedicated work and collaboration with other agencies, the perpetrator was identified across the country and taken into custody, and numerous other victims were identified.

> "I look for ways where people outside of law enforcement can connect with an officer, share a laugh, and see the profession in a positive way."

Cpl. Lystrup has created an online persona on various social media platforms to advance police work and has amassed a large number of followers. He also earned a bachelor of science degree in criminal justice while working full-time as a police officer. He has since gained part-time employment as an adjunct professor at his alma mater, teaching future law enforcement officers, forensic technicians, lawyers, and advocates.

Cpl. Lystrup finds motivation, purpose, and joy when interacting with his community, whether it's throwing a football around; handing out stickers; or, in one case, visiting a small child who was scared of the police because she saw her mother cry following a police department-delivered death notification. He has received a number of awards and recognition and was asked to be the face of the U.S. police during the iHeart Radio Living Room Concert for America in the height of the COVID-19 pandemic.

Sergeant **TANNER MUCKENTHALER** currently serves as a field training supervisor and lead defensive tactics instructor with the Branson Police Department. Sgt. Muckenthaler has dedicated himself to leadership and the betterment of first responders in the region and is well respected among his peers and officers as an intelligent patrol supervisor who is fair and always encourages growth and development focused on progressive policing principles.

> "I found law enforcement to truly be a noble profession that would provide me the opportunity to make a positive impact in my community."

Sgt. Muckenthaler has positively impacted southwest Missouri in a way that few others have. By securing a grant from the Skaggs Foundations, he single-handedly developed and launched the Ozark Mountain Peer Support Team. He worked with partner agencies and developed a multiagency, multidisciplinary model that would ensure that all first responders in the region had access to peer support. A recent success story of the peer support team came after an officer-involved shooting, in which individual peer support specialists were available for each of the three officers, as well as the involved dispatchers, firefighters, and paramedics—one was even available for a records clerk who knew the deceased.

Sgt. Muckenthaler also developed an electronic tracking system to identify and provide resources to those experiencing homelessness in the region. He also worked with his fellow officers to identify and refer people experiencing homelessness to mental health professionals who would respond to a person's last known location.

Sgt. Muckenthaler has earned several departmental, city, and state commendations, to include the Medal of Valor, and was requested to present his peer support team model to the 2022 Missouri State CIT Conference.

Brandon Vande Hei
Lieutenant
Oneida Police Department, Wisconsin
Age: 35

Myles Harris Cook
Training Coordinator
Walters State Regional Law Enforcement Training Academy, Tennessee
Age: 36

Lieutenant **BRANDON VANDE HEI** has moved up through the ranks during his 13-year career with the Oneida Nation Police Department from dispatcher to lieutenant. Lt. Vande Hei currently leads a task force for the Wisconsin Department of Criminal Investigation (DCI) Native American Drug and Gang Initiative (NADGI). In the position of NADGI team leader, Lt. Vande Hei coordinated the nine tribal law enforcement agencies in the state of Wisconsin and acted as a liaison to the DCI for crime abatement related to gangs, drugs, and firearms within tribal communities.

> **"I believe healthy officers, both physically and mentally, are key to a healthy department and community."**

Lt. Vande Hei has also led his agency's development of an in-house, holistic wellness program based on best practices in law enforcement wellness and traditional Oneida cultural values. The program partners with a team of three licensed psychologists, is steered by an advisory group composed of agency employees, and works with a traditional Oneida Faith Keeper to develop training, interventions, programming, and resources for employee wellness. Through his leadership in this initiative, Lt. Vande Hei acts, in the most traditional sense, as a warrior for the people.

Lt. Vande Hei was born and raised on the Onieda Reservation, a location he would later patrol. Growing up, he had a first-hand look at several of the issues and challenges facing the Oneida community. This experience, combined with his passion for his community and people, led to his choosing a career in law enforcement.

Training Coordinator **MYLES H. COOK** has not had what one might consider the conventional law enforcement career. After earning his master's degree, he started his first assignment with the Carter County Sheriff's Office in the corrections unit. He held six different positions within the agency, ranging from patrol to command-level operations, reaching the rank of patrol lieutenant. He has also served on task forces involving federal and local agencies. During this time, he taught as an adjunct instructor at a local university. In addition, Mr. Cook served in the U.S. Marine Corps Reserve as a squad leader.

> **"'Walking the walk' with new officers, building those relationships, and showing this noble career is a gift to be cherished—this motivates me daily."**

Beginning in 2019, Mr. Cook's career took a path toward full-time instruction when he became the director/lead instructor for law enforcement and corrections at the Tennessee College of Applied Technology. He developed and taught a training program that has been recognized for its effective merits and was implemented at multiple Tennessee technical and community colleges in 2022. He joined Walters State in 2022 as the training coordinator, where he redesigned the physical training program and transformed the firearms training model, leading to measurable improved outcomes for graduating cadets. Perhaps more impressive, he accomplished this without alienating long-time instructors and has become a source of motivation for instructors and cadets alike.

As a result of his dedication and innovation, Mr. Cook has received multiple awards and commendations in both law enforcement and the military and has been tapped to serve as a representative on key criminal justice boards.

Shaikh Khaled Rashed Abdulla AlKhalifa
General Director of Sentence Enforcement & Alternative Sanctions Directorate
Ministry of Interior, Bahrain
Age: 36

Karen N. Baroudi
Sheriff Operations Assistant III/Foreign Relations Specialist
Los Angeles County Sheriff's Department, California
Age: 36

General Director **SHAIKH KHALED RASHED ABDULLA ALKHALIFA** currently serves as the inaugural general director of the Sentence Enforcement & Alternative Sanctions Directorate of the Kingdom of Bahrain's Ministry of Interior. His motivation and dedication to pursue an alternative sentencing program in Bahrain benefited inmates significantly by providing them a second chance and path to reintegration into society. While under General Director Alkhalifa's oversight, the Alternative Sentencing Program was expanded by the king of Bahrain in 2021. The expansion applied alternative sentencing to all inmates regardless of time served and was praised by several international human rights organizations. General Director Alkhalifa's most notable work has been his pursuit and implementation of two programs focused on training inmates in skills and capabilities that would help them become productive members of the community, thus preventing recidivism.

> "Overall, I am not merely looking after the inmates' welfare and their families, but also the better future of my beloved nation."

General Director Alkhalifa was drawn to law enforcement by his role model, his father. He is motivated and rewarded by effecting change in the lives of inmates and witnessing the looks of gratitude on their and their familiies' faces. He has been a strong advocate of providing second chances and protecting the rights of inmates and detainees.

General Director Alkhalifa is the recipient of the Prince Salman bin Hamad Medal for Medical Merit; The Police Medal for Distinguished Service; the Bahrain Police Centenarian Medallion; and the Certificate of Appreciation from His Excellency Shaikh Rashid bin Abdullah Al Khalifa, the minister of interior, for the success of alternative sanctions implementations and *Fael Khair* "Person of Goodwill" project applications.

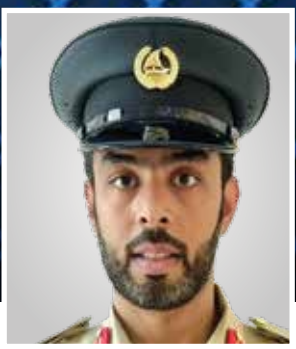
Serving the international community in any city is always challenging. Doing so for the largest U.S. sheriff's department in an extremely diverse region takes it to a whole new level, as Foreign Relations Specialist **KAREN BAROUDI** knows firsthand.

Ms. Baroudi joined the Los Angeles Sheriff's Department (LASD) in 2009. In her current position. Ms. Baroudi serves as a point of contact for all foreign governments and coordinates foreign police requests for assistance. Her work also includes liaising with the Los Angeles Consular Corps, which is composed of approximately 100 consulates in the area. Ensuring that the LASD fulfills its notification and access obligations to the Consular Corps under the Vienna Convention is paramount to Ms. Baroudi's work. Additionally, she has arranged officer exchanges and coordinated cross-agency training on a variety of policing topics.

> "We are blessed to live in a country with a functioning political system, with rule of law, respect for differing opinions, and the opportunity to make something of oneself."

Ms. Baroudi's command of multiple languages and her knowledge of various cultures have proven valuable in many complex situations. Her expertise was recently called upon following a January 2023 shooting in the diverse community of Monterey Park, California. Amid the chaos, Ms. Baroudi fielded hundreds of inquiries from foreign governments, provided information to the U.S. State Department, and ensured the sheriff's department effectively addressed the international matters at hand.

As an immigrant and a survivor of the Lebanese Civil War, Ms. Baroudi views working with law enforcement as her chance to serve and open doors. In 14 years on the job, she has received multiple commendations and awards for her accomplishments, all while staying rooted in the belief of service to the community.



Mohammad A. Alqassim, PhD
Head of Forensic Engineering Section (Lieutenant Colonel)
Dubai Police Headquarters, UAE
Age: 36

Charles Bradley III
Judicial Security Inspector
United States Marshals Service
Age: 36

Lieutenant Colonel **MOHAMMAD A. ALQASSIM**, PhD, worked to establish the first forensic engineering lab in the region, where he is the section head, as well serving as the health and safety manager and risk coordinator for the General Department of Forensic Science and Criminology. In addition, he was the first Dubai police officer to attain certification from the International Board of Forensic Engineering Sciences.

Driven by a passion to make a difference in his community, Dr. Alqassim started his full-time work for Dubai Police in 2004 while simultaneously working to attain a postgraduate diploma in police science and criminology and earning a PhD in science and engineering at the age of 29. As a leader, he is noted for a natural ability to inspire and motivate others while leading by example.

> "Every day presents a new challenge and opportunity to learn and improve my skills ... I am constantly learning and growing."

Dr. Alqassim has volunteered with several organizations, both locally and outside the UAE, demonstrating his commitment to aiding the well-being of others. As a result of his impactful research in science and engineering, Dr. Alqassim is also a member of the Arab Youth Center's Researchers Council.

Dr. Alqassim represents the Dubai Police in several international professional organizations, and he has written published articles in peer-reviewed journals, as well as serving as founding member of the first Dubai Police Scientists Council. Dr. Alqassim is also a member of the ASTM E58 committee on Forensic Engineering and ASCE committee of Forensic Practices. He is a graduate of the Mohammed Bin Rashid Center for Leadership Development (MBRCLD) and has been honored with multiple awards.

Judicial Security Inspector (JSI) **CHARLES BRADLEY III** is responsible for implementing physical security measures and mitigating threats to a myriad of United States Marshals Service (USMS) protected persons, facilities, and events. He oversees all USMS missions that ensure the safety and security of 14 federal facilities and their occupants in the Eastern District of Virginia. He also directly manages the training and contract oversight of more than 95 court security officers assigned throughout the state of Virginia. Over a 14-year career, JSI Bradley has regularly demonstrated leadership, flexibility, adaptability, and professionalism in carrying out USMS missions while assigned to Operations, Fugitive Investigations, and Judicial Protection. He dedicates a lot of his time to his local community while shedding a positive light on law enforcement, including giving talks at schools, scouting organizations, and youth clubs and creating the Eastern District of Virginia's internship program.

> "I believe it is important for minority children to see police officers who look like them and are making positive changes in and outside of the community."

JSI Bradley decided to pursue a career in law enforcement after having several significant yet unfounded interactions with the police as a youth. He made it his goal to change the narrative toward law enforcement. His motivation stems from the potential of being the one ripple that causes change within law enforcement.

JSI Bradley has been nominated for USMS Employee of the Year for three consecutive years, as well as being the recipient of many other community and USMS awards. He is dedicated to health and fitness, placing five years consecutively in Virginia's Law Enforcement Fitness Competition, inspiring others, and being selected to participate in a USMS recruitment video.

Jonathan Herring
Detective
Jeffersonville Police Department, Indiana
Age: 37

Christopher Shaw
Chief of Police
University of North Texas at Dallas
Age: 37

Detective **JONATHAN HERRING** is currently assigned to the Jeffersonville Police Department's (JPD) Major Crimes Section, Crimes Against Children. He transferred from the Louisville, Kentucky, Police Department in 2020 and immediately adjusted to the Investigative Division with the JPD and attained excellent results.

Det. Herring's work ethic has been second to none. He has tirelessly worked to bring criminal cases against all who would seek to exploit and harm children. He has prepared an astronomical number of cases for criminal prosecution against child molesters and abusers of victims who are otherwise unable to protect themselves. He personally attends all his forensic interviews with child victims and works closely with the Clark County Prosecutor's Office to see that he prepares cases for the best chance of obtaining criminal convictions, as evidenced by 21+ cases being closed with successful prosecution in 2022 alone. He believes that the families of victims deserve 100 percent effort during an investigation and makes himself available to them 24/7, and he has built important relationships with multidisciplinary experts and federal partners.

> "I believe victims of crime deserve to be heard and justice should be fought for on their behalf."

Det. Herring is well respected by his peers as a seasoned investigator who assists others in Major Crimes regularly. Additionally, Det. Herring is a founding member of his department's Officer Wellness Unit and has taken a leadership role in peer support.

He has won numerous awards for his work, including a 2023 Legendary Hero Award by the Kosair Charities Child Advocacy Center.

Chief **CHRISTOPHER SHAW** began his career in law enforcement with his first job as a correctional officer while he was completing his bachelor's degree. He then relocated back to his hometown of Dallas, where he became a police officer at the University of North Texas in 2009.

Early on, Chief Shaw wore many different hats on the job in addition to being a patrol officer. He was also a criminal investigator and training coordinator and assisted with many administrative functions to review and update the department's general orders and training materials.

> "I chose the career of law-enforcement because I wanted to be a catalyst for change, bridging the gap between law enforcement and community relations."

Chief Shaw was promoted to chief of police/emergency management in 2018. In his current role, he has increased the hiring of officers and led the effort to obtain certification for the department as contractual training provider for the Texas Commission on Law Enforcement. He has excelled at building relationships with surrounding agencies and has led several innovations to ensure a safe, secure, and well-prepared campus. He is an active participant in the campus culture, including presenting at student and new employee orientations and coordinating safety programming and domestic violence awareness programs. As the inaugural chair of the Campus Safety and Security Committee, he contributed to efforts to improve the campus' video surveillance system and develop the framework for implementation of the LiveSafe application along with a new emergency notification broadcasting platform.

Chief Shaw serves on a number of advisory boards and is an active volunteer in his community, a member of several community and professional organizations, and a recent graduate of the FBI National Academy.

Claudia Cormier
Corporal
San Marcos Police Department, Texas
Age: 38

Cherylynn Lee, PhD
Police Psychologist
Santa Barbara County Sheriff's Office, California
Age: 38

Corporal **CLAUDIA CORMIER** currently serves in the San Marcos Police Department's Patrol Division. She began her career with San Marcos Police Department as a dispatcher for eight years before graduating from the Peace Officer Academy in 2016. During her first year on the job, she responded to a massive structure fire, an effort for which she and her fellow responding coworkers received a commendation award.

One evening in May 2019, while clearing debris from the road, Cpl. Cormier was struck by a passing vehicle, leaving her severely wounded with life-threatening injuries including the loss of her right leg; she spent three months in the hospital and had more than 20 surgeries. During her lengthy rehabilitation and healing process, Cpl. Cormier went back to school and is currently working on her master's degree in public administration, and she was reinstated to full duty in 2022. She recently took on the lead role for the agency's Peer Support Team, which provides pre-incident, on-scene, and post-incident support to officers and families.

> "I wanted to prove to my family and myself that, as a woman, I was already empowered to make a difference and encourage others to step out of their comfort zone."

Today, Cpl. Cormier is part of the Master of Public Administration Advisory Board and is completing an applied research project that focuses on assessing and creating a return-to-duty program for the officers and civilian staff after a traumatic incident, injury, or extensive absence.

Cpl. Cormier received the Star of Texas Award in September 2019 and the San Marcos Police Department Purple Heart Award. Most recently, she has been the recipient of a number of academic awards and initiated as a member of the National Political Science Honor Society at Texas State University.

Dr. **CHERYLYNN LEE** is a police psychologist specializing in law enforcement operations and officer wellness. She has been a full-time employee with the Santa Barbara Sheriff's Office since 2016. She currently manages the Behavioral Sciences Unit (BSU), which encompasses the Mental Health Co-Response Teams, Crisis Intervention Training, and Wellness Unit, which houses Peer Support. Dr. Lee also assists with threat assessment and management, serves on the crisis negotiation response teams for both the Santa Barbara Sheriff's Office and the Santa Barbara Police Department, and teaches in the FBI 40-hour negotiations school

As the sheriff's office's first full-time police psychologist, she provides consultation for mental health crisis calls and follows up on high-risk cases; she also assists the Intelligence Unit with behavior threat assessment and psychological autopsies. In 2018, Dr. Lee spearheaded the agency's co-response program that pairs a CIT-trained deputy with a mental health clinician to respond to mental health crisis calls. The program has grown from one team to four.

> "I am inspired daily to show up and give the profession the best I have to offer because that is what our officers do for our communities."

Dr. Lee is widely known for her expertise and is frequently requested to teach and consult as a subject matter expert with outside law enforcement agencies all over California. She has led dozens of critical incident stress debriefs for officer-involved shootings, line-of-duty deaths, and natural disasters and maintains a private practice where she exclusively treats first responders and specializes in trauma. She sits on the California State Sheriffs Association wellness board, works with CA POST as a wellness subject matter expert, and contributes wellness articles to a number of police-related publications.

Henry Wang
Director, Risk Analytics
New York City Police Department, New York
Age: 38

William Gonzalez
Lieutenant
Miami Police Department, Florida
Age: 38

HENRY WANG has been with the New York City Police Department (NYPD) since 2015, where he currently serves as the director of risk analytics. Prior to joining the NYPD, he worked in the field of public health, dealing with chronic disease statistics and data.

Mr. Wang was first exposed to law enforcement while working on a joint venture between the New York Department of Health and Mental Hygiene and the NYPD on a co-responder program composed of police officers and social workers who responded in teams to individuals in crisis situations. This intriguing work encouraged Mr. Wang to learn more about law enforcement and take a more direct approach in the law enforcement field.

> **"I believe to have a greatest impact on society, I must constantly challenge myself to constantly grow and learn."**

Working as the director of risk analytics has given Mr. Wang the opportunity to take part in several key initiatives to improve daily operations, ensure accountability, and promote continuous improvement of the NYPD and its more than 35,000 officers. These efforts include the integration of business intelligence products to brief NYPD executives and supervisors; the Body-Worn Camera dashboard, which ensures compliance to department policies; the Terry Stop dashboard, which addresses constitutional policing issues centered on the Fourth and Fourteenth Amendments; and the Civilian Complaint and Review Board dashboard, allowing for real-time review of civilian complaints.

Mr. Wang is affiliated with several law enforcement and community groups, including the NYPD Triathlon Team, and is also the first non-sworn NYPD employee to be selected for the National Institute of Justice–Law Enforcement Advancing Data and Science (LEADS) Scholar's program.

Lieutenant **WILLIAM A. GONZALEZ** currently serves as the commanding officer of the Miami Police Department's Homicide Unit within the Criminal Investigations Division. Lt. Gonzalez began his career in 2005 as a patrol officer in Little Havana, then went undercover with the Tactical Operations and Crime Suppression Units working narcotics and gang-related cases. He worked his way up to lieutenant in 2018 and has served as the unit commander for the Tactical Investigations, Robbery, and Homicide Units.

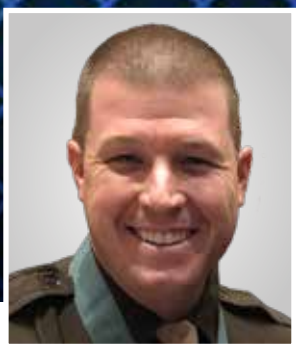
While overseeing Tactical Investigations, which includes the Felony Apprehension Team, he received special deputation from the U.S. Marshals to assist with safe apprehension of fugitives. More recently, under Lt. Gonzalez's leadership, the Homicide Unit ended 2022 with a murder clearance rate of 71.4 percent. Year-to-date, the Homicide Unit boasts a 100 percent murder clearance rate. Lt. Gonzalez's demeanor is humble and unassuming, but he inspires those around him to perform to their maximum potential. He holds others accountable, but he accepts responsibility when expectations are not met, and he credits his team members when expectations are met or exceeded.

> **"Don't keep your knowledge and your experience to yourself—use it as motivation to help others succeed and grow."**

Lt. Gonzalez chose law enforcement as a profession because he wanted to be part of something bigger than himself. There were many career paths that could fulfill that desire, but law enforcement was the only one that provided an atmosphere of selfless service and a team environment that he could relate to.

During his tenure, Lt. Gonzalez has received several citations, commendations, and awards for his hard work to the benefit of Miami and his department.

Melissa Thompson
Sergeant
Waco Police Department, Texas
Age: 39



Michael Thiele
Police Officer
Las Vegas Metropolitan Police Department, Nevada
Age: 39

Sergeant **MELISSA THOMPSON** began her law enforcement career in 2007 when she joined the Waco Police Department. After five years of experience in the patrol division, she was promoted to the rank of detective and assigned to the Special Crimes Unit. In her role as a detective, Sgt. Thompson investigated many complex cases such as homicide, robbery, and sex crimes. In 2020, due to her accomplishments, Sgt. Thompson was assigned to the Narcotics Unit and the prestigious Texas Anti-Gang Center (TAG). In this role, she was responsible for narcotics and drug distribution investigations in Central Texas, working closely with state and federal law enforcement partners. She was promoted to the rank of sergeant in 2021 and assigned to the Street Crimes Unit and TAG to oversee a task force of Waco police officers, county law enforcement officers, Texas Department of Public Safety personnel, and federal agency personnel.

> **"I enjoy mentoring younger officers and helping to shape our region's law enforcement future."**

Sgt. Thompson recently implemented the Law Enforcement Against Drugs & Violence (LEAD) program in the Waco area to prevent drug use and violence by children. For her diligence and dedication to bringing LEAD to Texas, she was given a place on the newly formed National Law Enforcement Leadership Council within LEAD. She is the first person from Texas to serve in this capacity. Sgt. Thompson is also a subcommittee member for the Texas Police Chiefs Association Women's Law Enforcement Executive Committee, and she developed a mentoring program for women law enforcement officers in the state of Texas.

Officer **MICHAEL THIELE** wanted to be a police officer from a young age. When he was old enough, he joined the Explorers Program with the Las Vegas Metropolitan Police Department and then joined the department as an officer in 2006.

Officer Thiele possesses a passion for traffic safety, and he has developed extensive skills in dealing with impaired driving, including attaining certification as a Drug Recognition Expert instructor.

In 2021, Officer Thiele was assigned to the role of traffic intervention officer and tasked to develop new initiatives to combat impaired driving. To this end, he partnered with a social worker to visit offenders at their homes after they were arrested for a second impaired driving offense. The idea was to offer various resources for counseling and treatment sooner, instead of waiting for a court mandate. In 2022, 80 percent of those visited used the resources provided to them, and the program was 97 percent successful in preventing recidivism in those who accepted resources.

> **"I have always found happiness in helping people throughout their trials and tribulations in life."**

Officer Thiele also created a Traffic Safety Officer course that has led to 130 trained officers and 1500+ DUI arrests by those students, and there is already a waitlist of internal and external officers for the next two upcoming courses. This program has a 12 to 1 ratio in impaired driving arrests when compared to non-TSO patrol officers.

Officer Thiele has also received multiple awards for his community service, crisis response, and emergency response, including the Medal of Valor for his role in the response to the 2017 Las Vegas festival shooting.

Kaleigh Paddon
Sergeant
Surrey Police Service, British Columbia
Age: 39

Daniel Saldana
Lieutenant
Apache Junction Police Department, Arizona
Age: 39

Sergeant **KALEIGH PADDON** joined the Royal Canadian Mounted Police (RCMP) in August 2005 as a member of Surrey Detachment, later transferring to the Surrey Police Service (SPS). She has performed a variety of tasks in various units, including frontline policing, major crime, gang investigations, witness relocation, and cold case homicides.

Health, fitness, nutrition, and well-being have been an integral part of Sgt. Paddon's professional and personal life. She volunteers as a hockey and lacrosse coach and is certified as both a nutrition coach and a personal trainer. She has used her skills and knowledge to promote health and wellness throughout her career, and, in July 2021, Sgt. Paddon was placed in charge of the Wellness Unit at SPS and the creation of programs supporting both sworn and civilian mental and physical health programs. She is the first sworn officer in Canada to integrate an occupational stress intervention dog into a police unit for daily operations. Sgt. Paddon has also partnered with a subject matter expert to build a robust Peer Support Program and Critical Incident After Care team, with a goal of creating programs based on the science of trauma.

> **"I feel incredibly privileged to have the opportunity to create programs and bring awareness to the importance of both mental and physical health in the world of policing and first responders."**

Sgt. Paddon's expertise and passion have been well received, and her training and leadership abilities were vital to the creation of a truly trauma-informed police agency. She continues to go above and beyond to focus on the care and support of her fellow officers and their families while modeling proactive mental health.

Lieutenant **DANIEL SALDANA** grew up in the city of Apache Junction and joined his hometown police department in 2005. He spent his first years as an officer on patrol and as a detective while also learning to assist the SWAT team as a crisis negotiator. During this time, he was also enrolled in classes to obtain his associate and bachelor's degrees. He moved up the ranks to achieve his current position in July 2022.

Lt. Saldana serves in Support Services, where he is responsible for planning and coordinating security and safety at special events such as parades, concerts, festivals, and other community events. He also provides oversight to the Professional Standards Bureau, positively influencing hiring practices, training, and community relationships. He has helped build and manage the agency's social media accounts, and his bilingualism has been crucial in connecting with Spanish media outlets and Spanish-speaking community members.

> **"My motivation grew from others who helped me, and now I hope to be that same motivation to those I interact with daily."**

Throughout his career, Lt. Saldana has been a positive and well-respected role model and mentor to his peers and community members. This is most evident in his efforts to create a peer support team and his bringing the National Faith and Blue initiative to the City of Apache Junction. For this event, several hundred people from three different church congregations, representing multiple ethnicities from around the world, came together for a community event with the police department to share and celebrate their cultures.

Hamad Mohammad Al Zeyoudi, PhD
Major
Fuhjairah Police General Headquarters, UAE
Age: 39

A. Scott Walter, Jr.
Captain
Harford County Sheriff's Office, Maryland
Age: 39

Major **HAMAD MOHAMMAD AL ZEYOUDI**, PhD, currently serves as the head of the Strategic Planning Department, Innovation Center, and Future Foresight Department for the Fujairah Police General Headquarters, under the Ministry of Interior, UAE. Maj. Al Zeyoudi supports long-term goals and short-term strategic frameworks with innovative direction and emerging technologies in all areas of police work. He led the implementation of five core strategic plans over the last five years, which resulted in 53 global, regional, and local awards. Due to his excellent leadership and supervisory value, Maj. Al Zeyoudi has been selected to lead several key committees and teams at both the Ministry of Interior and Fujairah Police Headquarters. He is a permanent member of the Creativity and Innovation Council and was selected by the ministry to be a member of the team responsible for approving security standards, measures, and policies.

> "It is my desire to be an integral part of the justice system in my beloved country... and to leave a clear imprint in the field of law enforcement."

Maj. Al Zeyoudi was encouraged at an early age to join the police school scouts, by his father, who worked in the training department at the Minister of Interior-Federal Police School. This led to his love of police work and desire to represent justice and fairness. His dedication to his community goes beyond policing—he launched the first women's sport council in his emirate, is a Nabati poet in the House of Folk Poetry, and a member of the Happiness Volunteer Team, among other contributions.

Maj. Al Zeyoudi has received several distinguished honors and awards and received 83 patents and intellectual property rights for his many innovations.

Captain **A. SCOTT WALTER, JR.**'s career with the Harford County Sheriff's Office has spanned over 20 years. He has served in various roles within the sheriff's office's most challenging and specialized units, including the Gang Unit, Traffic Unit, Special Operations Division, Motorcycle Unit, and Patrol Division. Capt. Walter is also a motors instructor, defensive tactics instructor, drill instructor, firearms instructor, and polygraph examiner.

Capt. Walter was involved in many critical incidents as a Special Response Team operator, including officer-involved shootings and a hostage rescue, as well as active shooters and other large-scale events as a team commander. Additionally, as a commander, he has overseen civil unrest, riots, rallies, barricades, and other critical incidents.

Beyond serving the county as a law enforcement officer, Capt. Walter is a role model and pillar of his community. He has devoted hours to working on charitable events at the Moose Lodge for fundraising events, volunteering for the Valor Program (a program dedicated to recognizing first responders and the military), and making countless presentations on his own time for elementary schools.

> "Even when it feels like the deck is stacked against you, if you can help one person at a time, you are making a difference."

Throughout his distinguished career, Capt. Walter has received numerous accolades, commendations, and awards for his outstanding service, including the HCSO Valor Award and the Maryland Smooth Operator Enforcement Award. Capt. Walter has shown a remarkable ability to inspire and motivate his subordinates to achieve their full potential. His leadership style is characterized by compassion and respect for those under his command, and his tireless dedication to their welfare and professional growth.

Jacob Herrera
Commander
Denver Police Department, Colorado
Age: 39

Jillian McLaren
Staff Sergeant/ Detachment Commander
Royal Canadian Mounted Police, Saskatchewan
Age: 39

Commander **JACOB HERRERA** has been serving with the Denver Police Department since 2007. After working in patrol, the Internal Affairs Unit, and Conduct Review Office, he worked for the chief of police as a lieutenant, managing movement of personnel for the entire department for two years.

Promoted to commander in 2022, he currently oversees the Operational Innovation Bureau. In this capacity, he has incorporated many new ideas and processes into the department's day-to-day operations. From updating procedures to improve communication with the public and provide accountability briefings to implementing new systems to reduce vehicle theft, Commander Herrera is always thinking innovatively and finding ways to work collaboratively with diverse groups.

> **"I am deeply motivated by the selflessness and commitment of the officers whom I have had the privilege to supervise."**

His recent achievements include two initiatives to meet strategic objectives for the department. The Strategic Allocation for Emergency Response (SAFER) protocol adjusts the response to calls based on priority, officer staffing, and volume of calls for service. The DPD Vicarious Stress and Trauma (VAST) score is used as a metric for officer wellness as part of an early warning system and is based on data from officer calls for service. Commander Herrara also launched an internal command college to coach command staff through the entire strategy development lifecycle.

His service to the community is reflected by a program he developed that pairs high school students from schools that experienced shootings with nonprofits, such as a local arts center, to explore the students' interests.

Staff Sergeant **JILLIAN MCLAREN** joined the Royal Canadian Mounted Police (RCMP) at the age of 19, graduating Depot in 2004. S/Sgt. McLaren spent her first years on the force as a detachment investigator serving First Nations areas in her home territory of Saskatchewan. Her primary duties were to provide frontline policing services for all types of crimes ranging from property offenses to serious crimes. She also served as a recruit field training officer.

During her almost 20 years with RCMP, S/Sgt. McLaren has traveled across Canada and worked a variety of assignments, encompassing 11 different postings, from frontline constable to her current role as detachment commander. Her positive demeanor and attitude in each of these positions has earned her multiple awards and recognition from both her peers and the communities she serves.

S/Sgt. McLaren was selected as the first RCMP female tactical training instructor for British Columbia Pacific Regions Training, where she taught firearms skills and other in-service training classes. She has maintained multiple certifications and is an adjunct instructor.

> **"My ability to mentor and assist other members now gives me as much satisfaction as any of my own experiences."**

The opportunity to interact with the community and lead on the front lines has always been a focal point of S/Sgt. McLaren's career and service. Her ability be an effective leader in critical situations serves her well in this endeavor, including in one incident involving a challenging technical rescue of a woman who was trapped on a cliff 300 feet up. S/Sgt. McLaren maintained command and coordination of all RCMP and partner agency assets to ensure the woman was rescued, an outcome achieved due to S/Sgt. McLaren's leadership.

Raj Jaswal
Sergeant
Vancouver Police Department, British Columbia
Age: 39

Raymond Richards
Lieutenant
Brookline Police Department, Massachusetts
Age: 39

Growing up as a member of the Sikh community, Sergeant **RAJ JASWAL** recognized the value of being part of a close-knit group and serving one's community at any early age. Additional influences from his family and education led to his decision to become a police officer, and he joined the Vancouver Police Department (VPD) in 2008.

During his time with the VPD, Sgt. Jaswal has been connected to several high-profile organized crime investigations in British Columbia, establishing himself as a subject matter expert in organized crime, gang violence, and culture. His expertise is sought after across North America, and he provides critical training to officers in Canada and beyond on strategies to interdict organized crime groups.

> "I am motivated by the opportunity to make meaningful change and positive, lasting impacts in the community."

Exemplifying discretion, compassion, and empathy, Sergeant Jaswal has been successful in engaging with diverse communities to help families and youth tackle gang violence through education, intervention, and prevention strategies. His strong desire to protect vulnerable at-risk communities has made him a positive role model in the communities he lives and works in.

In addition, Sgt. Jaswal is dedicated to teaching, mentoring, and coaching fellow officers to help them reach their professional goals and full potential. As a member of the Strategic Plan Development Team, his efforts measurably increased employee buy-in into the strategic planning process and employee satisfaction. He also leads the VPD EDI (equity, diversity, and inclusion) Review Team and has participated in several EDI initiatives. He has received multiple awards related to both his skills in combating organized crime and his community policing work.

Lieutenant **RAYMOND RICHARDS** is a premier dual career law enforcement professional who, in addition to his role with Brookline Police Department, is also a lieutenant colonel with the Massachusetts Army National Guard. In his civilian role, Lt. Richards currently serves in the Patrol Division with concurrent duty as tactical commander of the Special Response Team. In 2018, he received a public service award for his efforts with veteran outreach as a member of the Crisis Intervention Team. He is a certified instructor in several areas, including patrol procedures, active shooter, health and wellness, and communications.

> "Providing opportunities for the next generation of dual career professionals while strengthening my community fulfills and motivates me."

In his military role, he is assigned as the program director for the Massachusetts National Guard's nationally recognized Civilian Military Police Academy. Lt. Richards is a highly decorated combat veteran with two deployments to Iraq and is the recipient of two Bronze Star Medals. He is also the recipient of the prestigious Military Police Regimental Association Order of the Marechaussee in Bronze Award for leadership excellence highlighting significant impacts to the Military Police Corps on the national level.

Lt. Richards has held and successfully excelled in significant leadership roles within both the Military Police and civilian law enforcement communities. He demonstrates an unyielding passion for building the next generation of police leaders through innovative initiatives exemplifying his steadfast commitment to the profession.

IACP 2023 HIGHLIGHTS

The **International Association of Chiefs of Police (IACP) Annual Conference and Exposition** is the largest and most important law enforcement event of the year. On **October 14–17,** IACP 2023 will bring together policing leaders from around the globe to San Diego, California, for four days of education and networking.

IACP 2023 will have more than 200 workshops in a wide variety of topics. Selected workshops will be recorded onsite and made available in IACPlearn post-conference. Workshops selected for recording will be designated in the printed program and mobile app.

IACP 2023 WORKSHOP HIGHLIGHTS

- A Systems Approach to Managing Police Staffing and Workload Demand
- Balance: Enhancing Women's Leadership in Policing and Public Safety organizations
- Changing Culture in a Police Organization: A New Path for Modern Policing*
- Cryptocurrency: From Investigators
- Ensuring Safe Elections: Lessons from the 2022 Midterms
- Executive Peer Support for Chiefs
- Fear and How It Influences an Officer's Response
- From Apprentice to Master: Artificial Intelligence and Policing
- Officer-Involved Shooting Videos: An Overview of the Seattle Police Department's 72-Hour Release Process
- Policing in 2023: Use of Social Workers to Combat Violent Crime and Cooperation from the Community*
- The Benefits of Implementing Facility Dogs within Law Enforcement Agencies
- The Birth and Growth of Patrol Police in Eastern Europe: Leading the Change
- The History of Policing and Black America: Police Leaders Reflecting on the Past to Lead into the Future
- Threat Assessments: Disentangling Mental Illness and Violence to Enhance Public Safety
- So, You Wanted to Be a Cop—What Does Your Family Think Now? How to Cope with the Stressors Associated with Public Perception*
- Supporting the Policing Profession—A Conversation w/USDOJ Officials
- U.S. Supreme Court Case Review
- Using Forensic Evidence to Guide Serial Violent Crime Investigation and Prevention
- War Crimes: No Safe Haven – Holding War Criminals Accountable
- Wellness: A Three-Prong Approach to a Successful Career and Beyond
- When the Protector Is the Prey: Targeting Law Enforcement*

**Indicates workshop will be recorded.*

KEY EVENTS

Opening General Assembly

Saturday, October 14
10:00 a.m.–11:30 a.m.

IACP President John Letteney will call the IACP 2023 to order, and San Diego Mayor Todd Gloria and Chief David Nisleit will join President Letteney to welcome delegates to San Diego, California. INTERPOL Secretary General Jürgen Stock will speak about INTERPOL's multiple initiatives, including the establishment of three global programs to help guide INTERPOL's efforts in counterterrorism, organized and emerging crime, and cybercrime. FBI Director Christopher Wray will close out the opening general assembly.

Innovation, Collaboration & Opportunity: A Discussion with the Five Eyes Law Enforcement Group (FELEG)

Saturday, October 14
2:30 p.m.–3:30 p.m.

Featuring a panel discussion with Five Eyes law enforcement agency principals from Australia, Canada, New Zealand, the United Kingdom, and the United States, this session will discuss how innovation and collaboration create opportunities for security and law enforcement agencies to counter emerging global criminal threats.

VISIT THE EXPOSITION HALL

The hall will be open **Saturday, October 14–Monday, October 17**. Don't miss your opportunity to meet with more than 600 exhibitors showcasing innovative products and services including the largest collection of tactical equipment and technology solutions available to law enforcement. You can also visit the IACP Hub for the latest on education, networking, and professional development opportunities.

General Assembly

Monday, October 16
10:00 a.m.–11:00 a.m.

Attendees will hear from top-ranking U.S. federal law enforcement authorities. The IACP/Axon Police Officer of the Year finalists and winner will be recognized for their exceptional achievement, highlighting these officers who exemplify selflessness, empathy, and strength of character. Lastly, the IACP elections report will be presented.

Closing General Assembly

Tuesday, October 17
10:00 a.m.–11:30 a.m.

The General Assembly of IACP 2023 will close with candidate announcements and farewell remarks by IACP President Chief John Letteney.

IACP 2023 MOBILE APP IS NOW AVAILABLE FOR DOWNLOAD

Find the IACP app on the Apple or Google Play Store and download it today! Once downloaded, select the IACP 2023 conference event to view the entire educational program and more.

With the free IACP 2023 mobile app, conference attendees can

- search for events by category, time, or audience to build a personalized schedule;
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BY
Richard Osborne, Director of Commercial Services, Mission Critical Partners

Cybersecurity for the Remote Worker

LAW ENFORCEMENT ORGANIZATIONS, LIKE MANY OTHERS, ARE INCREASINGLY ALLOWING PERSONNEL TO WORK FROM HOME—A SITUATION THAT MAKES CYBERSECURITY EVEN MORE CHALLENGING.

In May 2023, the city of Dallas, Texas, suffered a ransomware attack that affected numerous city servers and caused several noteworthy service interruptions. The police and fire department websites reportedly were knocked offline while the municipal court system's records management system stopped operating, forcing the postponement of numerous cases. The 311 system was also affected—while calls still were answered, nonemergency service requests were delayed—and the city's water department could not process online payments. The attack also affected the police department's computer-aided dispatch (CAD) system, but a backup system quickly was turned on, so emergency response was unaffected, according to news reports.

Ransomware is a specific type of malware that encrypts an organization's computer files until it pays a ransom, hence the name. Many types of malware exist, and cyber attackers increasingly are using them to attack public sector organizations, mostly to turn a profit or to disrupt operations. Cyber attackers are highly intelligent, persistent, and motivated, and their tactics evolve very quickly, seemingly by the hour. Trying to thwart them is a daunting task for information technology (IT) and cybersecurity professionals; one made exponentially more difficult by remote workers.

A MATTER OF SCALE

The work-from-home concept took root a couple of decades ago, driven largely by a desire on the part of employees to find better work-life balance and on the part of employers to be more competitive when recruiting personnel. Everything ramped up by orders of magnitude with the arrival of the COVID-19 virus in 2020, which changed working remotely from nice to do to must do because many workers were under strict shelter-in-place orders.

Consequently, numerous personnel employed by police departments and sheriff's offices began to work remotely, including administrative staff members, researchers, and detectives—all needing to access their organizations' networks and systems. This phenomenon even applied to 911 telecommunicators, something that would have been unthinkable before the pandemic—but was born out of necessity once it arrived. The simple truth was that emergency calls still needed to be answered and responses dispatched, and, in many cases, allowing telecommunicators to work remotely was the only way to ensure that it happened.

Every device that connects to an organization's networks and systems represents an endpoint, which can also be described as a breach point or attack surface that cyber attackers can exploit. Once inside a network or system, a cyber attacker can navigate laterally, often for months at a time, in search of vulnerabilities that can be leveraged.

So, it's paramount that networks and systems are protected from such attacks, largely by neutralizing the attack surfaces. This is very challenging in the on-premises environment where IT and cybersecurity personnel have some control over the devices connecting to the organization's networks and systems and how staff members use those devices. In the remote work environment, things can spiral out of control quickly, due to the sheer volume of remote workers—there can be dozens, even hundreds, of them, depending on the size and scope of the organization—and because IT and cybersecurity personnel have very little control over what happens remotely. A cybersecurity breach that affects a public safety organization's infrastructure and compromises its ability to fulfill its mission could be catastrophic.

WHAT TO DO

All of this represents an enormous problem. Fortunately, many of the best practices that organizations use to protect their on-premises infrastructure can be applied to the remote work environment. The following are the essential strategies and tactics that every police department and sheriff's office should be pursuing.

Implement VPNs—Virtual private networks (VPNs) are a double-edged sword to some degree. They provide a point-to-point connection between the remote worker and the organization's networks and systems, and traffic that traverses the VPN is encrypted. However, they also provide a path into the infrastructure for any cyber attacker that has infiltrated the remote worker's laptop, tablet, or other connected devices, so precautions must be implemented.

Implement access controls—Access controls take many forms. One of the most important and easiest ways to accomplish it is instituting strong

password/passphrase management. Passwords should be complex; they should be at least 12 characters long and contain some combination of uppercase and lowercase letters, numbers, and symbols. But sufficiently complex passwords are often difficult to memorize, so many organizations are moving toward passphrases like "IHateCyberattack$2023!!!" Regardless of the path taken, passwords and passphrases should be refreshed on a regular basis, at least quarterly, with prompts generated automatically.

A strong password/passphrase management system should be coupled with additional methods of authenticating the employee. At least two of the following should be applied before personnel are allowed to access the network or system:

- Something you have, such as smart cards or security tokens, mobile phones (SMS text message), or digital certificates
- Something you are, such as location-based authentication (GPS or IP address) or biometric authentication (fingerprints, facial identification, or retinal scan)
- Something you know, such as user credentials (login/password) or challenge questions (personal history information)

This process is commonly referred to as multifactor authentication, which provides a layer of protection from cyber attacks.

Another effective access control that's not discussed enough concerns the principle of least privilege and "need to know." All workers, but especially remote workers, should be allowed to access only the networks, systems, applications, databases, and files that align with their job function and specific tasks. Keeping them from "seeing" the rest of the organization's communications infrastructure will make things much more difficult for cyber attackers who gain a foothold in the worker's device. Corollary to this, the organization should craft security policies that identify the circumstances whereby all workers, especially remote workers, can download sensitive information and implement controls to enforce those policies.

Penetration testing/vulnerability scans—Penetration tests and vulnerability scans sound very similar, but they are actually quite different. Penetration tests simulate how a cyber attacker might gain access to the network environment and what will happen to systems and devices afterward. Such tests are done manually and should be conducted quarterly, annually at a minimum. In contrast, vulnerability scans are automated processes that dive more deeply into the identified vulnerabilities to better understand why they exist—such understanding is the key to eliminating each vulnerability. These should be conducted weekly.

Here's a way to think about the differences between penetration tests and vulnerability scans: a burglar will case a home to determine how to enter it and how easy it will be. The burglar will check for unlocked windows and doors and whether the house has an alarm system or security cameras—a penetration test. Once inside, the burglar will move from room to room to see where the most significant opportunities for mischief exist—a vulnerability scan.

Network segmentation/segregation—To more effectively thwart cyber attackers, organizations should break their communications infrastructure into piece parts (segmentation) and then create a cybersecurity wall around each part (segregation). Doing this will prevent cyber attackers from navigating laterally through the infrastructure, which is how they do the most damage.

Firewalls and intrusion detection/protection—Firewalls are network security devices that filter incoming and outgoing traffic based on the organization's IT and cybersecurity policies. They are essential, but they can be breached pretty easily. That's why intrusion detection systems (IDS) and intrusion protection systems (IPS) are equally essential. An IDS provides an alert when malicious activity has occurred, while IPS shuts down the affected network or system to prevent the cyber attacker from gaining a foothold.

SIEM/MDR—Security information and event management (SIEM) and managed detection and response (MDR) are similar to IDS and IPS. The former monitors for malicious events and issues alerts when they occur, while the latter automatically isolates the compromised network, system, or device and then performs patch management. The difference between IDS and IPS and SIEM and MDR is that the former is implemented internally while the latter is a service procured via a third party, such as a security operations center.

Software patches and updates—Receiving notifications that tell users that an update to their smartphone operating systems is available has become a regularity—such updates provide new functions, bug fixes, and, most importantly, security updates. Similarly, police departments and sheriff's offices should implement a proactive program to ensure software patches and updates are regularly executed.

Finally, if a police department or sheriff's department does nothing else, it should implement a security awareness program that features cybersecurity threat advisories and training designed to prevent attacks and to quickly mitigate them if they occur. This suggestion applies to on-premises and remote workers but also to IT and cybersecurity personnel. Attack vectors evolve at warp speed, and even IT and cybersecurity professionals don't always know what they don't know.

Focusing on officer safety and wellness (OSW) helps to prevent serious injuries, disease, and absences that can be costly to individuals and agencies. Strategic OSW efforts can improve officers' capacity to prepare for, recover from, and adapt to the stress and adversity of the job.

The IACP, with the support of the Bureau of Justice Assistance, offers a wide variety of resources on the following topics to help agencies learn the skills needed to implement programs, shift culture, and make meaningful changes to help officers thrive on and off the job.

VALOR

IACP International Association of Chiefs of Police

Contact the IACP OSW Team or scan the QR code for more resources

theIACP.org/osw

osw@theiacp.org

IACP OFFICER SAFETY & WELLNESS

Suicide Prevention
- Comprehensive Framework for Law Enforcement Suicide Prevention
- Messaging and communication
- Peer support
- Post-suicide response

Mental Health and Resilience
- Cumulative stress and burnout
- Grief and loss
- Anxiety management
- Resilience strategies
- Mindfulness

Physical Health
- Nutrition
- Health care
- Substance use
- Fitness programs
- Injury reduction

Family Wellness
- Secondary trauma
- Resilience for children
- Financial planning
- Retirement planning

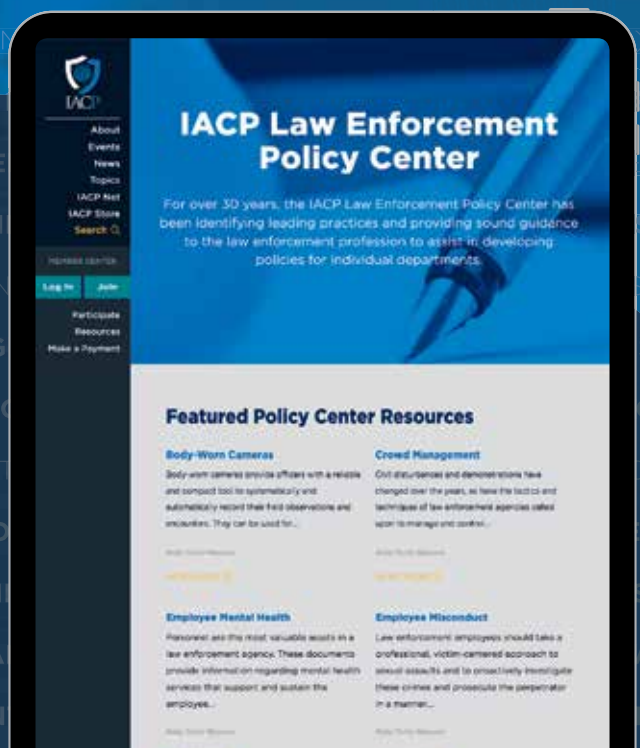
Training
- Officer Safety and Wellness Conference
- VALOR Law Enforcement Resilience Training
  - Train-the-trainer
  - One- to four-day direct trainings
- What Does Wellness Look Like: Academy Training Curriculum
- Officer Safety and Wellness Learning Collaborative

IACP LAW ENFORCEMENT POLICY CENTER

The IACP identifies leading practices and provides sound guidance to the law enforcement profession to assist in developing policies for individual departments.

WANT TO GET INVOLVED?

Contact the Policy Center at
policycenter@theIACP.org
or visit the Policy Center website at
theIACP.org/policycenter


IACP Law Enforcement Policy Center
For over 30 years, the IACP Law Enforcement Policy Center has been identifying leading practices and providing sound guidance to the law enforcement profession to assist in developing policies for individual departments.
Featured Policy Center Resources
Body-Worn Cameras
Crowd Management
Employee Mental Health
Employee Misconduct

- Each document is written and **peer-reviewed** by two separate and distinct groups made up of experienced leaders in law enforcement, policy, and law.
- IACP members have access to documents on over **130 topics**! Learn about the latest evidence-based procedures for Active Shooters, Body-Worn Cameras, Hate Crimes, and more.
- **DID YOU KNOW** that the IACP Policy Center continually selects topics to update based on **member interest** and demand?

IACP
International Association of Chiefs of Police

Equipping Officers with Critical Information

The FBI's National Crime Information Center

BY
Janine T. Arnold, Writer-Editor, FBI Criminal Justice Information Services Division

IN THE SUMMER OF 2022, A MAN SHOT AND KILLED A POLICE OFFICER DURING A TRAFFIC ENCOUNTER. THE SUBJECT'S CRIMINAL HISTORY INCLUDED VIOLENT CRIMES SUCH AS ENDANGERING POLICE OFFICERS, ASSAULTS, AND STEALING SERVICE WEAPONS, AND HE HAD MADE PREVIOUS THREATS TO SHOOT LAW ENFORCEMENT.

Regardless of the extensive criminal history and threats to law enforcement, a record for the individual was not available in the FBI's National Crime Information Center (NCIC) system at the time of the encounter. The victim officer was unaware of the criminal history and threats. Unfortunately, this case is not uncommon, with similar encounters occurring across the United States.

One of NCIC's primary goals has always been to provide data to protect law enforcement officers. In 1967, that meant sharing felony warrant information across state lines. Throughout the years, the types of data maintained in NCIC continue to expand; however, the mission remains unchanged. Protecting the lives of those who serve their communities remains one of NCIC's most important goals. During the past several years, NCIC files and features were created specifically to enhance officer safety. These include access to the NCIC Violent Person and Extreme Risk Protection Order files as well as flagging active Blue Alerts.

VIOLENT PERSON FILE

The NCIC Violent Person File was created exclusively to enhance officer safety. Agencies may enter records into the Violent Person File when an individual meets at least one of the following criteria:

- The offender has been convicted of assault or murder/homicide of a law enforcement officer, fleeing, resisting arrest, or any such statute that involves violence against law enforcement.
- The offender has been convicted of a violent offense against a person, including homicide and attempted homicide.
- The offender has been convicted of a violent offense against a person in which a firearm or weapon was used.
- A law enforcement agency, based on its official investigatory duties, reasonably believes that the individual has seriously expressed his or her intent to commit an act of unlawful violence against a member of the law enforcement or criminal justice community.

It is important to note that although the first three criteria for entry require a criminal conviction, the last criterion provides discretion to the law enforcement agency to enter individuals who may be awaiting trial or have posed credible threats of violence against police officers. It fills the gap that existed previously, ensuring vital information is available to officers during a roadside encounter. The entering agency may also include a caution indicator in the Caution and Medical Conditions Field of the record when

For additional information about the Violent Person File, the ERPO File, or the inclusion of Blue Alerts in NCIC, contact the NCIC External Training Team at 877-324-6242 or by email at **ncictraining@fbi.gov**.

it is known that a subject in the Violent Person File is armed and dangerous, has suicidal tendencies, has previously escaped custody, is a drug addict, or has other circumstances that are relevant for the field.

It is that information sharing that makes the Violent Person File so crucial to keeping officers safe. "Information is critical," said Glen Doyle, who served as a West Virginia state trooper for more than 27 years. "Using this file, we can get the message out to thousands of police officers." He said that officers across the United States can warn other officers of potential harm:

> *I don't think it matters where your area of responsibility is in the realm of law enforcement, that file covers all of the areas, and that's why it's so important to use it.*

A record in the Violent Person File is non-expiring and remains in the system until it is canceled by the agency that entered the record. The Violent Person File record can include known aliases, nicknames, or monikers; vehicular data; additional (fraudulent) dates of birth; Social Security numbers; and operator's license numbers.

When an officer conducts a person or vehicle inquiry, NCIC will search the Violent Person File. If an inquiry results in a positive response to the Violent Person File, the officer will receive an alert:

> WARNING—A SUBJECT IN THIS RESPONSE HAS BEEN IDENTIFIED AS A VIOLENT OFFENDER OR A SERIOUS THREAT TO LAW ENFORCEMENT OFFICERS. REVIEW THIS RESPONSE IN ITS ENTIRETY TO OBTAIN ADDITIONAL INFORMATION ON THIS SUBJECT. USE EXTREME CAUTION IN APPROACHING THIS INDIVIDUAL.

A second warning is also returned defining why the subject was entered as a violent person into NCIC. This information, along with specific record data, informs the officer that the subject has the propensity of violence against law enforcement, allowing the officer to take extra precaution or call for backup as appropriate before approaching the individual.

EXTREME RISK PROTECTION ORDER

In recent years, mass shootings and other types of gun violence have prompted states to enact legislation attempting to prevent gun tragedies. Many states have passed "red flag" laws that permit law enforcement, family members, and other parties to petition state courts to order the temporary removal of firearms from a person based on the belief the person may present a danger to themself or others. The court-issued orders are commonly identified as Extreme Risk Protection Orders, or ERPOs. To date, 19 states and the District of Columbia have passed red flag laws.

Recognizing the need for a way to relay this vital information across jurisdictional lines, the FBI created an NCIC ERPO File. The new file allows the data to be accessed for firearm background checks, as well as providing yet another layer of information to the FBI's law enforcement and criminal justice partners. The ability to access this information across jurisdictional lines through the NCIC system fosters the purpose of NCIC by enhancing officer and public safety. When an officer conducts a person or vehicle inquiry, NCIC will search the ERPO File.

BLUE ALERT

A Blue Alert is a state-activated notification sent through an established network when an officer has been seriously injured or killed or has gone missing in the line of duty—or if there is a credible threat that an individual will seriously injure or kill an officer. Although Blue Alerts have been used by individual state systems for years, the information was unavailable to other officers during traffic encounters. The FBI created a flagging mechanism in NCIC to warn officers of the immediate danger.

An agency may choose to indicate the presence of a state-activated Blue Alert when entering a record in the Wanted Person File, the Missing Person File, Violent Person File, or the felony vehicle records in the Vehicle File. To indicate a Blue Alert has been activated, the agency must enter the words BLUE ALERT as the first 10 characters in the Miscellaneous field of the record. A caveat will be returned on a subsequent record response warning the officer that the individual or vehicle has a Blue Alert activated in the respective state. An important benefit of including Blue Alert as part of the NCIC record is a Blue Alert will remain as part of the record until the agency entering the alert removes the alert or the record. This is critical for states that require the actual alert to be deactivated after a short period of time, even if the subject has not been apprehended.

> ***"The data allowed for entry into NCIC continue to evolve, but the mission to protect law enforcement remains unchanged."***

The data allowed for entry into NCIC continue to evolve, but the mission to protect law enforcement remains unchanged. The NCIC officer safety tools are more critical than ever as the number of law enforcement officers feloniously killed in the line of duty reaches a 20-year high. It is imperative that officers use every available tool to keep themselves safe.

Roadside Assistance for Officers

THERE ARE VARIOUS REASONS WHY A LAW ENFORCEMENT OFFICER MAY BE ON THE SIDE OF THE ROAD. THE OFFICER MAY BE DIRECTING TRAFFIC AFTER A MAJOR STORM KNOCKED OUT POWER TO TRAFFIC SIGNALS. OR ONE MAY BE PREPARING TO THROW SPEED STICKS TO SLOW A MOTORIST DURING A HIGH-SPEED CHASE. AN OFFICER MAY EVEN BE CONDUCTING A PUBLIC ASSIST STOP AFTER NOTICING A STRANDED MOTORIST'S FLAT TIRE. WHATEVER THE CASE MAY BE, PERFORMING DUTIES ON THE SIDE OF THE ROAD LEAVES AN OFFICER VULNERABLE.

During the first two quarters of 2023, there has been an 82 percent reduction of struck-by crashes in the United States when compared to the same period in 2022. Although this decline in struck-by cases is encouraging, it is still imperative that officers are aware of the dangers of being roadside and

Photos courtesy of Blauer Manufacturing.

Photos courtesy of Guardian Angel.

are provided with the appropriate gear to keep them safe. One line-of-duty-death is one too many.

GEAR AND ACCESSORIES

Searching for high-visibility gear and apparel specifically designed for law enforcement tasks may be daunting. Luckily, Blauer Manufacturing (Blauer) has been instrumental in separating ANSI 107:2022 products into Type P (public safety), Type O (off-road industrial), and Type R (roadway). Stephen Blauer, owner of Blauer, has been a member of the ISEA High-Visibility Committee for more than 15 years. This group helps draft the ANSI standards. "The purpose for breaking out the groups is to make sure that the ANSI 107 safety [personal protective equipment] does not become a competing hazard for police, EMS, or fire," said Blauer. For example, Type P safety vests can be made shorter to accommodate a duty belt. Type R vests may be longer, which would hinder an officer's ability to easily access his duty belt.

Blauer supplies high-visibility and retroreflective polos, outerwear, rainwear, hats, and gloves; the breakaway safety vests, however, really exemplify Blauer's quality materials and innovative designs.

The safety vests—available in a variety of designs with contrasting reflective stripes—are made with mostly filament polyester yarns. This makes them more likely to shed dirt and grease as opposed to textured polyester, which holds grime and stains even after washing. Additionally, the solution-dyed polyester is five times more colorfast to light exposure than piece-dyed fabric, keeping the vests bright yellow for longer. The breakaway vests are designed to come apart at the shoulders and sides—and sometimes front—for quick and easy removal to avoid becoming a target during a tactical situation.

One way an agency can boost personnel roadway safety is by using Guardian Angel's small wearable device in conjunction with Blauer's gear.

A pending study found that the use of a Guardian Angel light, in combination with a safety vest, makes roadside workers 87 percent more visible than a vest alone. "It just shows the impact light has on catching a driver's attention," said Guardian Angel CEO and President Chad Keller.

The goal of Guardian Angel is to ensure officers are clearly visible when outside of their patrol vehicles so that motorists know when to slow down and switch lanes to avoid striking officers. To accomplish this, the company has developed a multipurpose, professional grade wearable light—the Elite. Lasting up to 150 hours on a single charge, the red and blue lights can be seen up to five miles away. Providing 360-degree lighting, the Elite allows officers to change flash patterns independently for the front and back. Additionally, the front LED lights include a white work light that's perfect for low-light conditions and a red work light that lets officers write reports and tickets in the dark without affecting their night vision or creating glare.

With its optional infrared feature, a popular feature for tracking K9s, the wearable light can be tracked from anywhere.

The built-in magnetic mounting system is also a defining feature of Guardian Angel devices. The system can attach to any metallic surface and can easily connect to a vest or epaulet. The Elite is designed to endure any rugged work condition an officer may encounter; it is waterproof, dust-proof, and shock-proof.

"That versatility and durability is what officers love, and it's what we work so hard to provide for them," said Keller.

PREVENTATIVE TOOLS

A wearable light is not the only light-based device that can enhance traffic safety within a community.

Elan City strives to provide support and cutting-edge solutions to law enforcement agencies in more than

Photos courtesy of Elan City.

10,000 communities worldwide. This is made possible through community education and safety measures. Authorities are offered an innovative tool to mitigate drivers' speeding via the EVOLIS Vision. The psychological reinforcement of the radar sign places responsibility to correct their speed into the driver's hands. This approach regulates traffic without resorting to punitive measures, strengthening community synergy. At the same time, the EVOLIS Vision can assist analysts with data traffic collection and statistical analysis. "Communities start to take responsibility for themselves when each citizen starts to take responsibility for their own actions, and that's what our signs are helping people do," said Graham Dennis, account manager at Elan City.

Based on feedback from police departments and the U.S. Department of Transportation, as well as changes to the *Manual on Uniform Traffic Control Devices*, the previous EVOLIS model has gone through several modifications and improvements to reach its current form. Weighing in at about 20 pounds, once the speed sign is installed, it should stay functional for several years. This is due to its monocrystalline 95-watt solar panel that functions year-round. The signs are also tested and certified to withstand high winds and extreme weather conditions.

The EVOLIS Vision has 15-inch digits, alerting drivers of their speeds, and because there are three rows of LEDs, the digits are larger and brighter than before. The customizable message display has three colored LEDs: green, yellow, and red.

Equipped with a doppler antenna, data are collected on incoming and outgoing vehicles. The vehicles traveling on the opposite side of the road and not receiving any psychological impact are also tagged to test the efficiency of the speed sign. Spy Mode is another way to test the sign's effectiveness. When the feature is activated, the LEDs will go dark, but the sign is still gathering data. "This gives officers the eyes and ears they need in places where they can't always be," said Keller. With these data-driven preventative methods, officers and resources can be deployed more precisely.

CONCLUSION

Many organizations, including the IACP, have placed traffic safety high on their list of priorities. This is due to the staggering number of crashes per year—not only in the policing profession but in communities worldwide. With the help of safety gear and data-driven tools, these numbers are on the decline.

SOURCE LIST

Please view this article online for contact information.

- All Traffic Solutions
- Blauer Manufacturing
- DataCollect Traffic Systems
- Elan City
- Guardian Angel
- Laser Technology Inc.
- LexisNexis Coplogic Solutions
- POLIFORCE
- RoadSys Inc.
- Wanco Inc.

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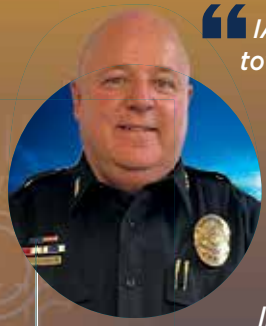
Policy Development

- Don't go back to the drawing board on policy development, see what's working at other agencies



"IACPnet is so useful to me. As a small-town Chief, I do not have the luxury of commanders doing research for important issues such as hiring, internal affair questions/updates, and general overall running of the department. I depend on IACPnet weekly for different reasons. I have used the database for my officer evaluations (obtaining examples from like-size departments), internal compliant processes, and as of late, my hiring and promoting of officers. This is just a sampling of what I use IACPnet for, but I am accessing it often for various admin reasons. For a small-town Chief, it's one of my best resources and a must to have."

Steven Davis
Chief of Police
Mountain View Police Department, CO

Online resources, tools, and e-libraries available on IACPnet:

191 GRANTS

400 EVENTS & TRAINING OPPORTUNITIES

3,255 FORMS

6,633 POLICIES

68,382 RESOURCES

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Stay up to date on new products and advances in technology to ensure your officers are equipped with the tools they need.

Drones

Autel Robotics offers the new EVO Max series drones and relevant ecosystem products, including an upgraded EVO Max 4T with a 48MP 8K camera, providing 10x optical zoom and 160x hybrid zoom. The new cameras allow clearer identification of targets up to 1.24 miles away. The EVO Max 4T also comes equipped with a wide camera, thermal camera, and laser rangefinder. The EVO Max series assesses complex environments to create real-time 3D flight paths for unparalleled obstacle avoidance. Advanced sensors make flight possible in areas where GPS is unavailable. With a foldable, weather-resistant design, these drones are as portable as they are capable.

www.autelrobotics.com

Portable Scanner

3DX-Ray announces the ThreatScan-LS3, a compact, powerful x-ray scanning system that can penetrate steel up to 40 mm at 120 kV and up to 60 mm at 150 kV. The 305 mm x 256 mm imaging area enables typical bags and packages to be scanned in one scan. The complete system fits securely into a backpack. Designed for rapid deployment and ease of use, it operates with the intuitive and user-friendly ThreatSpect software to produce high-quality, sub-millimeter resolution images. This system is ideal for border agencies, police, and security services, enabling the inspection of bags and packages in mass transit stations, shopping malls, sports arenas, and other locations.

www.3dx-ray.com

Body-Worn Camera

Meet the V700 Body-Worn Camera by Motorola Solutions. The V700 body camera was designed for reliability in any situation. With built-in LTE connection, swappable battery, live-streaming capabilities, and seamless integrations, law enforcement can trust that the V700 will keep officers connected and capture crucial moments. Officers can easily swap out the battery while in the field, and the self-cleaning contacts swipe away dirt or dust to ensure a reliable power source.

motorolasolutions.com

Tires

BFGoodrich announces its new Elite-Force T/A pursuit tire. The Elite-Force T/A police pursuit tire enables law enforcement agencies to equip their fleets with a dedicated line that can hold up to the unique demands of duty. BFGoodrich engineered the Elite-Force T/A tire by incorporating feedback from law enforcement to meet performance and design needs. Benefits of the new Elite-Force T/A tire include long-lasting wear life, with a redesigned tread pattern for increased durability to last longer on the job, and excellent wet performance. The Elite-Force T/A tire comes in a range of sizes for law enforcement vehicles, including SUVs.

bfgoodrichtires.com

Security App

Genetec, Inc., announces that the latest version of its SIP-based Sipelia Communications Management system is now integrated within the Genetec Mobile app. This means that security staff can now quickly make and receive audio/video calls, broadcast messages on PA speakers, and trigger standard operating procedures right from the Genetec app on their mobile phone. The Sipelia Mobile Integration enhances an organization's security team's awareness by unifying incoming calls with the rest of their security system. And when emergencies require swift action, it ensures that security teams can tap their entire communication infrastructure to coordinate response and inform staff and visitors from another location.

www.genetec.com

POLICE CHIEF *keeps you on the cutting edge of law enforcement technology with monthly product announcements. Items about new or improved products are based on news releases supplied by manufacturers and distributors;* **IACP endorsement is in no way implied.**

Forensics Workflow

The ForenSeq MainstAY workflow by Verogen, a QIAGEN company, comprises the ForenSeq MainstAY kit, MiSeq FGx Sequencing System, and ForenSeq MainstAY Analysis Module in the Universal Analysis Software. This standardized workflow supports high-volume casework; is a cost-effective alternative to analyzing short tandem repeats with capillary electrophoresis; and has been approved for use in labs by the FBI. Utilizing next-generation sequencing technology, it supports high-throughput processing of up to 96 samples in one run; provides improved sensitivity resulting in increased profiling efficiency and higher resolution; and is extensible for phenotyping, forensic investigative genetic genealogy, and additional capabilities.

www.qiagen.com

Helicopter

Robinson Helicopter Company offers the R66 Police helicopter, a reliable, high-performance turbine helicopter that is economical and easy to maintain. The four-seat R66 Police helicopter arrives ready to patrol with a Wescam MX-10 imaging system—a small, multi-sensor imaging system in a single LRU configuration that is ideal for low-altitude, multi-role operations such as tactical surveillance and search-and-rescue missions—and the latest in navigation and communication technology. Options include, but are not limited to, moving map systems, Technisonic FM transceivers, and NVG compatibility. The helicopter's aerodynamic fuselage optimizes airspeed and fuel economy, allowing the helicopter to remain on station for up to three hours.

www.robinsonheli.com

Search Engine Update

SoundThinking, Inc. (formerly Shot Spotter), announces significant updates to CrimeTracer (formerly COPLINK X), the company's law enforcement search engine. The updates include integrations with SoundThinking's investigation management tool, CaseBuilder, as well as the new Crime Bulletin feature. This new feature allows authorized agencies to efficiently disseminate be on the lookout (BOLO) alerts on a nationwide scale. Authorized users upload BOLOs, which are then indexed and made searchable within CrimeTracer in a matter of minutes. This rapid information sharing is designed to increase collaboration among agencies and expedite the response to time-sensitive cases. Users can also set alerts for new crime bulletins.

www.soundthinking.com

Pouch Set

Tasmanian Tiger introduces its TT Multipurpose Pouch Set VL, designed to offer enhanced storage and organization capabilities for tactical operators, military, and law enforcement personnel. The set includes two robust pouches made from T-Square Rip FD and designed to attach to hook-and-loop fleece surfaces. The pouches have an easy-view lid made of mesh material. The two pouches are 18x13.5x8 cm and 18x26x10 cm, respectively. The set also includes fixation loops, an inside daisy chain, and hook-and-loop strips that can be labeled. The set is available in three colors: black, olive, and coyote.

tasmaniantigerusa.com

Rugged Tablet

WEROCK Technologies announces the Rocktab L210. The tablet is equipped with a high-quality GNSS/GPS module. The new tablet has 8 GB RAM and offers next-generation computing power through an Intel Pentium N6415 quad-core processor. The tablet has 256 GB of M.2 SSD, and the Micro SDXC card reader enables flexible storage expansion up to an additional 1 TB. Its 10.1". outdoor display has a brightness of 550 cd/m^2. The scratch-resistant, gesture-compatible multi-touch screen is operable even with gloves and in the rain. The new tablet is designed for long use and offers up to 16 hours of battery life and hot-swap technology.

www.werocktools.com

Law Enforcement Family Wellness in Times of Challenge

OFFICER SAFETY AND WELLNESS PROFOUNDLY IMPACT OFFICERS' ABILITY TO ENGAGE POSITIVELY WITH THEIR COMMUNITIES, FAMILIES, AND SUPPORT SYSTEMS. WHEN OFFICERS ARE SAFE AND WELL, AND THEIR PERSONAL AND FAMILIAL RELATIONSHIPS ARE THRIVING, THEY BECOME MORE EFFECTIVE AT THEIR JOBS, WHICH BENEFITS THE AGENCIES AND THE COMMUNITIES THEY SERVE.

While great strides have been made in the past decade in supporting officer safety and wellness, the well-being of law enforcement families has not received as much attention until recently. The term "family" refers to the officer's support system, which may encompass a partner and children, but may also include parents, siblings, and friends; it is anyone who the officer relies on for support in their personal lives.

The Department of Justice, Office of Community Oriented Policing Services' (COPS Office) *Law Enforcement Mental Health and Wellness Act (LEMHWA): Report to Congress* notes, "When law enforcement officers are asked about the major stressors in their lives, family worries are always near the top of the list."

Law enforcement officers often face recurring stressors in their work that can affect their relationships with family members. A 2021 FBI article cited divorce rates in law enforcement as high as 70 percent, which is significantly higher than the U.S. national average. It is essential to understand the impact of the nature of law enforcement work on families. For example, every time an officer leaves for work, their family members know the potential risks they face and hope for their safe return at the end of their shift. This concern is amplified during a critical incident, when a law enforcement family may not have any direct contact with their officer and is limited to news reports for information. Line-of-duty deaths are a reality that law enforcement families must be prepared for. After these tragedies, family members need ongoing support as they work through their grief and manage their loved one's affairs.

It is also critical to recognize the key role law enforcement support systems play in their officers' wellness. Family members are often the first to recognize when their officer exhibits a behavior change, signaling a possible struggle with mental health. It is vital to provide families with the tools they need to help recognize what their loved one is experiencing, talk with them about it, and encourage them to get help. This front-row seat makes families the first line of support for law enforcement personnel outside the agency.

Programs that support law enforcement families can reduce officer stress by easing conflicts between officers' work and family lives. Families may not fully understand the job's unique demands and its effect on their loved one's physical and mental health. Even if family members do understand, they

BY
Cristina Fernandez, Program Manager, and
Claire Michaud, Project Coordinator, IACP

may not know what can be done to support them, how to communicate with them, and what resources are available to assist them. This can be compounded by an officer's inclination not to bring their work home or cause their family additional stress by sharing details of what they are going through. The COPS Office's *Law Enforcement Mental Health and Wellness Act (LEMHWA): Report to Congress* summarizes the challenge best:

> *Law enforcement personnel know their families fear for them on the job, and that can make it hard for them to fully share their experiences with their families in ways that might benefit their own mental wellness. The 24/7 nature of the job, shift work, exposure to traumas that they wish to protect their own loved ones from—all of these things can make it hard for law enforcement families to understand and support their officers.*

Family wellness programs provide resources, tools, and support to help officers and families navigate the unique challenges inherent in this profession together. In addition, these programs can provide an officer's support system with a much-needed sense of community. Law enforcement agencies are increasingly recognizing the needs of their personnel's families, as more and more agencies are starting to expand the scope of their comprehensive wellness programs to integrate family as a key component.

Since its inception in 2019, the IACP's Family Support Training and Technical Assistance (TTA) Program, funded by and in partnership with the Motorola Solutions Foundation, has worked with 19 law enforcement agencies to develop their family support and wellness programs. Agencies receive individualized, hands-on TTA from family wellness subject matter experts, including a review of plans for the department's family wellness program and insights on ways to enhance family support efforts. Through this work, the IACP has helped agencies identify achievable goals, challenges, strategies, and opportunities for growth in the family wellness space. One agency implemented an orientation to inform recruits' families about the department, the wellness program, and the available resources. Such a strategy encourages a sense of connection between the support system and the agency and gives family members a better understanding of their officer's new career. Another agency facilitated an educational session on health care and retirement plans, providing valuable information and encouraging officers and families to select the best plan for their needs. More information and examples of family engagement strategies can be found in the Family Support TTA Program's latest resource, *If You Build It, Will They Come? Creating Wellness Opportunities to Engage, Inform, and Support Law Enforcement Families.*

Family wellness needs to be a part of the conversation for every law enforcement agency, with added emphasis on developing resources and communicating with families to help them better support their officers. This approach ultimately benefits not only families but also officers, agencies, and communities.

For more information about the IACP's Family Support TTA Program and additional family wellness resources, please visit the IACP Officer Safety and Wellness webpage or email **OSW@theiacp.org**.

IACPnet

IACPnet is the top resource for effective practices, case studies, and other information to support police leaders as they navigate the ever-changing public safety landscape. Learn more and request a demo by visiting **theIACP.org/IACPnet**.

Reflects June 2023 activity

PAGE VIEWS

15,108

RESOURCES ADDED AND UPDATED

210

The Resource Library contains **policies, forms, and other publications**. Search results can be refined by criteria such as type, country, population, date, and more.

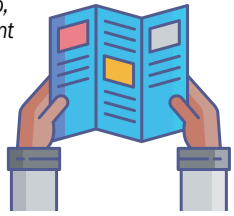
NEW DISCUSSION POSTS

10

The IACPnet Discussion Board provides a **forum for users** to network, ask questions, and provide valuable expertise and guidance.

TOP RESOURCES

- **Recruiting & Hiring**
  —IACP Law Enforcement Policy Center model policy
- **New Employee Orientation**
  —Policy from the Orlando, Florida, Police Department
- **Pre-Employment Polygraphs**
  —Policy from the Colorado Springs, Colorado, Police Department



MEMBER AGENCIES

1,397

Police professionals from agencies of all sizes utilize IACPnet to enhance programs and operations, to develop data-driven solutions, and for professional development.

TOP SEARCHED TERMS

Search ...

- COMPSTAT
- SECONDARY
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FEATURED RESOURCE

Video Surveillance of Public Places, 2nd Edition

The purpose of this guide is to provide an overview of the use of closed-circuit television (CCTV) systems as a problem-oriented policing response to a crime problem. This guide explores the benefits and problems associated with CCTV and summarizes the findings of numerous CCTV evaluations.

Access these resources and more at **theIACP.org/IACPnet.** For more information, call the IACPnet team at 800.227.9640.

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TOP IACP BLOG POST

A Dedication to Service: Chief Garone Celebrates 50 Years of Chief of Police

On June 1, 1972, the chief of police role within the Derry Police Department was filled by Chief Garone. He was only 29. Since his appointment, he has transformed the Derry Police Department into the agency it is today. His tenure of 50 years as chief, with an additional 7 years of service as a police officer, makes Chief Garone the longest serving full-time chief of police in the history of New Hampshire.

Read this and other posts at **theIACP.org/blog**.

TOP POLICE CHIEF JULY BONUS ONLINE ARTICLE

Social Media Strategies for Transparency

By Sergeant Jesse Carr, Southern Methodist University Police Department, Texas

Read this and other articles at **policechiefmagazine.org**.

TWEET of the month

IACP
New England listening session is underway. IACP President @ChiefLetteney & Deputy Exec Dir @wellesleychief hear from police leaders about the challenges facing their agencies to help direct the efforts of IACP in the development of critical assistance programs & advocacy efforts.

FEATURED ITEM IN IACP MONTHLY JULY NEWSLETTER

IACP 2023 Educational Workshops Announced

The IACP is pleased to announce the educational workshops for the IACP 2023 Annual Conference and Exposition, taking place October 14–17, 2023, in San Diego, California, USA. The more than 200 educational sessions will focus on contemporary and emerging issues confronting the law enforcement profession.

Register today at **theIACPconference.org**

POPULAR IACP RESOURCES

- MENTAL ILLNESS (POLICY CENTER RESOURCE)
- STANDARDS OF CONDUCT (POLICY CENTER RESOURCE)
- SUCCESSFUL TRAUMA INFORMED VICTIM INTERVIEWING

Find these and other important resources at **theIACP.org**.

THIS MONTH'S QUOTE

> "Like most modern dual-use technologies, drones come with both positives and negatives, including an ample dose of ambiguity and latent controversy."

Innovative Tools or Torments
26–29

Selecting and Retaining the Right Officers

A Psychological Perspective

BY
Michael E. Bricker, PhD,
General Chair, IACP
Police Psychological
Services Section

AS POLICE DEPARTMENTS ACROSS THE UNITED STATES GRAPPLE WITH UNPRECEDENTED SHORTAGES IN STAFFING, THE DILEMMA OF ADJUSTING HIRING STANDARDS TO ATTRACT MORE CANDIDATES BECOMES A PRESSING CONCERN FOR POLICE ADMINISTRATORS. IN THE RACE TO SECURE QUALIFIED PERSONNEL, ADMINISTRATORS OFTEN FIND THEMSELVES COMPETING WITH OTHER AGENCIES, STRIVING TO ENHANCE THEIR APPEAL TO POTENTIAL RECRUITS.

In this climate, some departments have explored tactics like hiring bonuses to entice candidates. However, the allure of these incentives can sometimes attract individuals with little dedication to public service or those who may underestimate the intricate skill set required for effective public safety work.

Amid retirements and attrition, many police administrators confront the challenging decision of whether to relax hiring standards to address staffing gaps. While it might seem enticing to adopt such an approach for expanding the candidate pool, this inclination to lower standards can lead to unintended and severe consequences. Media headlines have demonstrated that just a few problematic officers can erode the trust between agencies and the communities they serve. Moreover, the International Association of Chiefs of Police (IACP), through its Trust Building Campaign, has stressed the importance of recruiting personnel capable of unbiased policing, adept community relations, and measured emotional control when employing force.

In their quest to expedite the psychological screening of candidates, some police administrators might be tempted to take shortcuts. Yet, such shortcuts may unwittingly welcome candidates who struggle to adhere to the chain of command and who can otherwise work effectively as part of a team. In contrast, a comprehensive preemployment evaluation process offers insights into pivotal aspects of success in law enforcement. Psychological assessments furnish crucial data regarding the candidate's social acumen, adaptability, ethical orientation, and decision-making capabilities—all fundamental to effective public safety operations.

In this case, a police and public safety psychologist offers another layer of evaluation, amalgamating data about the candidate's history to offer perspectives on the person's self-awareness, judgment, and capacity to learn from past missteps.

While preemployment psychological screening offers solid input on fitness for the role of police officer, such evaluation also plays a critical function in ensuring candidates have sufficient resiliency for handling the stressors inherent in police work. Work in public safety often requires repeated exposures to traumatic events, and it is important that agencies properly assess their candidates' emotional stability and ability to handle the demands of such a role— a step that may well prevent the need for a fitness for duty referral in the future.

To ensure robust preemployment psychological screening, agencies are well-advised to turn to the Police Psychological Services Section of the IACP, which has developed detailed guidelines for conducting comprehensive preemployment psychological evaluations. These guidelines encompass the multifaceted dimensions that contribute to an individual's suitability for a role in law enforcement.

In the realm of contemporary law enforcement, where challenges are multifaceted and demands are relentless, the importance of hiring qualified personnel remains paramount. The practice of preemployment psychological screening stands as a cornerstone in the pursuit of building an effective, ethical, and resilient workforce and leadership potential within police departments. By investing in a sound psychological pre-employment evaluation process, police administrators not only secure candidates better equipped to fulfill the complex demands of public safety but also lay a solid foundation for building community trust and safeguarding the integrity of law enforcement agencies.

CALENDAR

2023

OCT 14 — 17

IACP 2023 Annual Conference and Exposition,

San Diego, California

The IACP Annual Conference and Exposition is the preeminent law enforcement event of the year. Public safety professionals from across the globe come together to network with their colleagues, learn new techniques, advance their careers, and equip their departments for ongoing success.

theIACPconference.org

2024

MAR 1 — 3

Officer Safety and Wellness Conference,

Louisville, Kentucky

This conference is for law enforcement professionals to learn from experts in the field about resources and best practices when developing comprehensive officer safety and wellness strategies. Participants will learn about building resilience, financial wellness, injury prevention, peer support programs, physical fitness, proper nutrition, sleep deprivation, stress, mindfulness, suicide prevention, and more.

theIACP.org/OSWconference

MAR 13 — 15

2024 Division Midyear

San Antonio, Texas

The Division of State and Provincial Police, Division of State Associations of Chiefs of Police, and Midsize Agencies Division's joint midyear meeting provides an opportunity to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with colleagues.

theIACP.org/events/conference/2024-division-midyear

APR 12 — 14

2024 Policy Council Midyear

Grapevine, Texas

Policy Council Midyear is designed to increase engagement, activity, and collaboration between committees and sections; and to ensure the work of the groups aligns with the direction of each Policy Council. The 2024 Policy Council Midyear will be held at the Gaylord Texan in Grapevine, Texas.

theIACP.org/policy-council-midyear

2024 (CONTINUED)

AUG 16 — 18

IACP Impaired Driving and Traffic Safety (IDTS) Conference

Washington, DC

IDTS is the largest training conference for drug recognition experts and traffic safety professionals. Join traffic safety professionals from around the world to share approaches for improving road safety, the latest science on alcohol- and drug-impaired driving enforcement, leveraging technology, and using traffic safety education to engage communities.

theIACP.org/IDTSconference

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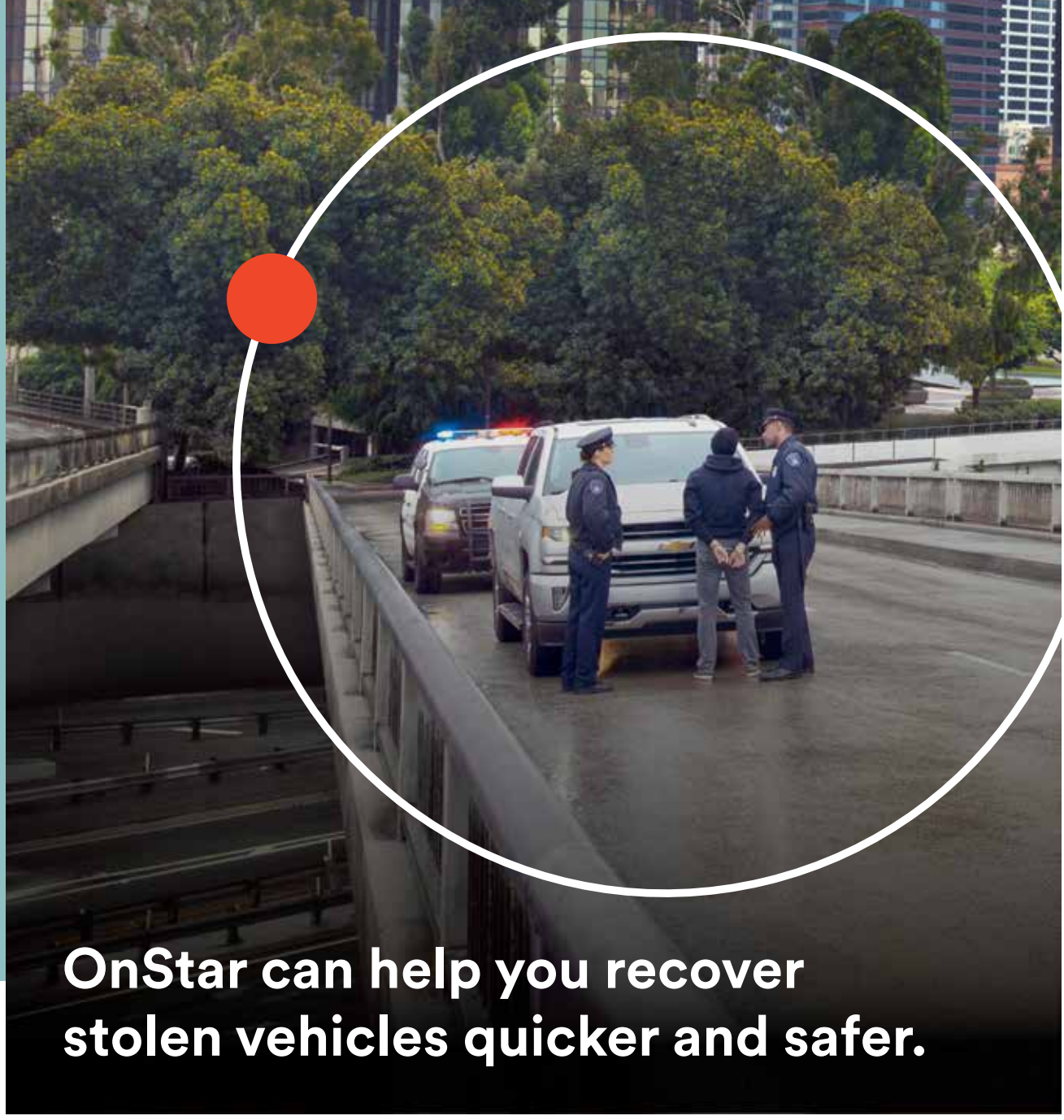

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